

Multilateral Organisation Performance Assessment Network

Technical Report

Food and Agriculture
Organization of the United
Nations (FAO)

Volume II
Methodology Appendices and
Bibliography

January 2015



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Introduction

Volume II of the Technical Report presents:

- the MOPAN 2014 methodology
- the MOPAN 2014 survey instrument
- list of interviewees
- organisational effectiveness document review ratings, criteria and evidence by KPI and MI
- a full bibliography for the report.

Volume I of the Technical Report presents the detailed results of the MOPAN assessment for all micro-indicators and by country.

Appendix I MOPAN methodology 2014

1. Introduction

This document describes the MOPAN Common Approach methodology for the 2014 assessment.

Background

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of 19 donor countriesⁱ with a common interest in assessing the organisational effectiveness of and evidence of contribution to development and humanitarian results achieved by the multilateral organisations that they fund.

The MOPAN Common Approach methodology was developed to address the recognised need for a common comprehensive system to assess multilateral organisations. Its aim is to respond to the information needs of donors by producing information that would not be available otherwise about how an organisation is doing in areas that donors consider important.

The Common Approach aims to reduce the need for other assessment approaches by bilateral donors. It was derived from existing bilateral assessment tools and draws on other assessment processes for multilateral organisations when relevant – such as the previous OECD Survey on Monitoring the Paris Declaration on Aid Effectiveness, the Global Partnership Monitoring Framework, and reports of the Common Performance Assessment System (COMPAS) published by the multilateral development banks.

Mission

The mission of MOPAN is to support its Members in assessing the effectiveness of the multilateral organisations that receive development and humanitarian funding. Aiming to strengthen the organisations' contribution to overall greater development and humanitarian results, the network generates, collects, analyses and presents relevant and credible information on the organisational and development effectiveness of multilateral organisations. This knowledge base is intended to contribute to organisational learning within and among multilateral organisations, their direct clients/partners and other stakeholders.

The MOPAN Common Approach does not compare multilateral organisations to one another as their mandates and structures vary too much in nature and scope.

MOPAN assesses multilateral organisations at repeated intervals, which can be helpful in identifying trends in a multilateral organisation's performance over time in the areas examined by the MOPAN Common Approach. It is important to note, however, that MOPAN has adjusted the methodology from year to year, and comparisons of one year's findings with those of previous years should be handled with caution.

2. MOPAN Common Approach

2.1 Evolution

The MOPAN assessment framework and methodology were initially designed to assess the organisational effectiveness of multilateral organisations, which MOPAN defined as the extent to which a multilateral organisation is organised to contribute to development results in the countries where it operates. Given this focus, MOPAN assessments emphasised the organisational systems, practices, and behaviours that MOPAN believed were important for multilateral organisations in managing for humanitarian and development results.

In 2009, the MOPAN Common Approach replaced the Annual MOPAN Survey, which had been conducted since 2003. The MOPAN Common Approach is broader and deeper than the previous surveys and includes the following methods:

- **Survey** – The MOPAN survey brings in the views of MOPAN members (at both headquarters and country level), and of direct partners or clients of multilateral organisations, peer organisations, and other relevant stakeholder groups on the performance of the particular multilateral organisation
- **Document review** – Since 2010, survey data are complemented by a review of documents prepared by the multilateral organisations being assessed and from other sources. Evidence is analysed in detail to assess the extent to which a multilateral organisation has systems in place that MOPAN considers to be important factors that contribute to an organisation's internal effectiveness, as well as evidence of the extent of progress towards defined results at various levels
- **Interviews** – Since 2012, MOPAN has complemented survey data and the document review with interviews with staff of the multilateral organisations assessed. These are intended to contextualise the analysis of organisational systems and results and inform the findings.

The MOPAN methodology and assessment framework have been refined based on what has been learned from year to year and have also evolved in response to MOPAN member needs:

- In 2012, for example, MOPAN added a component to assess evidence of a multilateral organisation's contributions to development and/or humanitarian results.
- The MOPAN assessment framework has also been adapted to accommodate multilateral organisations with different mandates (e.g. development, humanitarian, normative).

In 2013, MOPAN commissioned an external evaluation of the Common Approach. On the basis of that evaluation and MOPAN member needs, certain changes are being introduced in 2014 while a broader strategic review and design of MOPAN are underway for 2015.

2.2 Performance areas and indicators

2.2.1 Overview

The MOPAN Common Approach assesses multilateral organisations in two areas: 1) organisational effectiveness and 2) development and/or humanitarian results.

2.2.2 Key performance indicators and micro-indicators used to assess organisational effectiveness

The current assessment of organisational effectiveness examines the organisational systems, practices, and behaviours that MOPAN believes are important for managing for results.ⁱⁱ

The Common Approach framework groups organisational capacities in four areas of performance:

- *Strategic management*: developing and following strategies that reflect good practices in managing for development and/or humanitarian results;
- *Operational management*: managing operations in a way that is performance-oriented, thus ensuring organisational accountability for resources and results;
- *Relationship management*: engaging in relationships with direct partners/clients and other donors at the country level in ways that contribute to aid effectiveness and that are aligned with the principles of the Busan Partnership for Effective Development Co-operation and previous aid effectiveness commitments; and

- *Knowledge management*: developing feedback and reporting mechanisms and learning strategies that facilitate the sharing of knowledge and performance information.

While these performance areas are broadly applicable to a range of types of multilateral organisations (including multilateral development banks and those involved in humanitarian and/or normative work), the dimensions explored in the MOPAN Common Approach are adjusted, as required, to reflect the mandates of each organisation assessed.

Organisational Effectiveness – Performance Areas



Within each performance area, organisational effectiveness is described using several key performance indicators (KPIs) that are then measured in a series of micro-indicators (MIs).

The 2014 assessment draws on indicators that MOPAN first applied in 2009 (see sidebar) and tailors them, as required, for each of the organisations being assessed.

Evolution of MOPAN Indicators

2007: In an initial mapping exercise of existing bilateral donor assessment tools, MOPAN identified 250 indicators, many of which were overlapping.

2008: MOPAN reduced these to 35 key performance indicators (KPI) and 120 micro-indicators (MI)

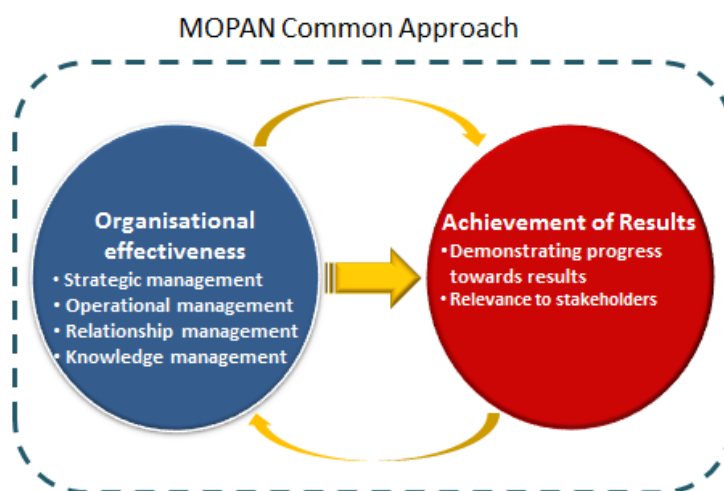
2009 – 2013: MOPAN assessments included between 18 and 21 key performance indicators and between 60 and 75 micro-indicators, depending on the nature of the organisation and its mandate.

2.2.3 Linking organisational effectiveness and progress towards development and/or humanitarian results

A key assumption in the Common Approach framework is that organisational effectiveness has an influence on an organisation's ability to achieve its strategic objectives and contribute to its proposed development or humanitarian results as illustrated in the figure below. Feedback on the achievement of objectives/results can, in turn, provide insights for further improvements in organisational practices. With a component that examines how an organisation measures and reports on concrete development and/or humanitarian results, MOPAN members can better

understand the way that organisational practices are facilitating or hindering the organisation's results on the ground. This information can then be used to enhance dialogue with the multilateral organisation.

A key assumption in the design of the methodology is that organisations provide or are moving towards evidence-based reporting on results. Thus, the assessment should also provide input for discussions between donors and multilateral organisations on how best to document and report on results.ⁱⁱⁱ



2.2.4 Key performance indicators used to assess contributions to development and/or humanitarian results

In 2012, MOPAN introduced a new element to assess evidence of a multilateral organisation's contributions to results at both the institutional/organisation-wide level and the country level, as well as stakeholder perceptions of the relevance of the organisation's work in country. This component was tested with four of the six organisations assessed in 2012^{iv} and included as an integral component of all four assessments in 2013. In 2014, this component will continue to be included in all four assessments and will examine the following key performance indicators related to effectiveness and relevance. The indicators will be adapted as required for different types of organisations, especially for humanitarian organisations.

Relevance

KPI A: Evidence of the multilateral organisation's relevance

MOPAN assesses relevance primarily as a measure of the extent to which a multilateral organisation responds to the needs and priorities of partner countries and beneficiaries and aligns with global priorities and trends in the development or humanitarian field. It also assesses relevance in terms of the extent to which the multilateral organisation works towards results in areas within its mandate.^v KPI A is assessed through survey questions addressed to respondents at the country-level and MOPAN donors at headquarters and a review of documents.

KPI A builds on other indicators in the MOPAN framework that speak to the issue of relevance (e.g., alignment between national development strategies and a multilateral organisation's expected results in that country; consultation with country partners in the development of country strategies; involvement of partners and beneficiaries in programme design and evaluation).

Effectiveness

KPI B: Evidence of the multilateral organisation's progress towards its organisation-wide results

KPI B examines the extent to which a multilateral organisation is demonstrating progress towards its strategic objectives or stated organisation-wide results. It analyses an organisation's performance reports to identify the reported results achieved and the evidence provided to support its claims. In addition, the assessment addresses the main factors affecting organisation-wide performance reporting and evidence of improvement over time that are also discussed in the key performance indicator on "presenting performance information" in the organisational effectiveness section on knowledge management. (This analysis is also carried out as part of KPI C in its examination of similar elements at the country level). The assessment of KPI B relies on the review of documents and responses to survey questions that provide perceptual evidence about the extent to which the organisation is meeting its strategic objectives or achieving stated results. Information gathered during interviews with staff from the organisation provide context and inform the analysis of data collected in the survey and document review.

KPI C: Evidence of the multilateral organisation's progress towards its stated country-level results

KPI C examines the extent to which a multilateral organisation is demonstrating progress towards its planned country-level results. Since most organisations have a large number of planned results in each country and different strategy cycles, MOPAN works with the multilateral organisations to identify a limited number of high-level objectives or outcomes associated with these objectives to be assessed in the countries sampled for the MOPAN assessment. Due to differences in planned results between countries, a separate analysis is conducted for each multilateral organisation in each country. Based on the individual country analyses, an assessment of the multilateral organisation's evidence of progress towards planned results in this sample of countries is provided. The assessment of KPI C is based on a detailed review of documents and survey data, with survey questions tailored to the organisation's stated objectives or results in each country. Information gathered during interviews with staff from the organisation's country offices provides context and informs the analysis of data collected in the survey and document review.

KPI D: Evidence of the multilateral organisation's contribution to national goals and priorities, including the Millennium Development Goals (MDGs)

KPI D recognises that multilateral organisations commit to making contributions to national goals and objectives, including the MDGs. National goals and priorities as defined in national development plans, poverty reduction strategies, and other country plans to achieve the MDGs are often referred to by multilateral organisations in their country-level strategies and results frameworks. While partner countries are responsible for making progress toward their own national goals, including the MDGs, multilateral organisations ensure that their co-operation facilitates achievement of these goals.

This KPI analyses the evidence of a multilateral organisation's contributions to relevant national goals in the work that it carries out in the sampled countries.^{vi} KPI D is assessed through a limited number of survey questions, the review of documents, and is informed by interviews with staff in a multilateral organisation's country offices. This KPI will build upon the assessment of the extent of support for national plans (usually KPI 13 in the Relationship Management performance area).

2.3 Multilateral organisation selection

Each year MOPAN selects multilateral organisations for assessment on the basis of the following criteria:

- Perceived importance and interest to all MOPAN members
- Medium-term strategic planning (or equivalent) and replenishment cycles – with a view to assessing organisations prior to the planning process or the start of the replenishment negotiation process
- A mix of international financial institutions (IFI), UN funds, programmes, specialised agencies, and humanitarian organisations.

On the basis of these criteria MOPAN aims to assess multilateral organisations on a 3-5 year cycle.

In 2014, MOPAN assessed the following organisations: the Food and Agricultural Organisation of the United Nations (FAO), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the United Nations Population Fund (UNFPA), and the UN Refugee Agency (UNHCR). All of these organisations, except UN Women, were assessed by MOPAN in either 2010 or 2011.

2.4 Country selection

Each year countries are selected for the MOPAN assessment based on the following criteria:

- multilateral organisation presence
- presence and availability of MOPAN members
- no inclusion in the survey in the past 2-3 years
- geographical spread
- a mix of low-income and middle-income countries (middle income countries being subdivided into lower middle and upper middle).

The assessment in 2014 will be conducted in Bangladesh, Cambodia, the Democratic Republic of Congo, Ecuador, Kenya and Tanzania. Organisations will be assessed only in those countries where they have operations.

2.5 Institutional reports

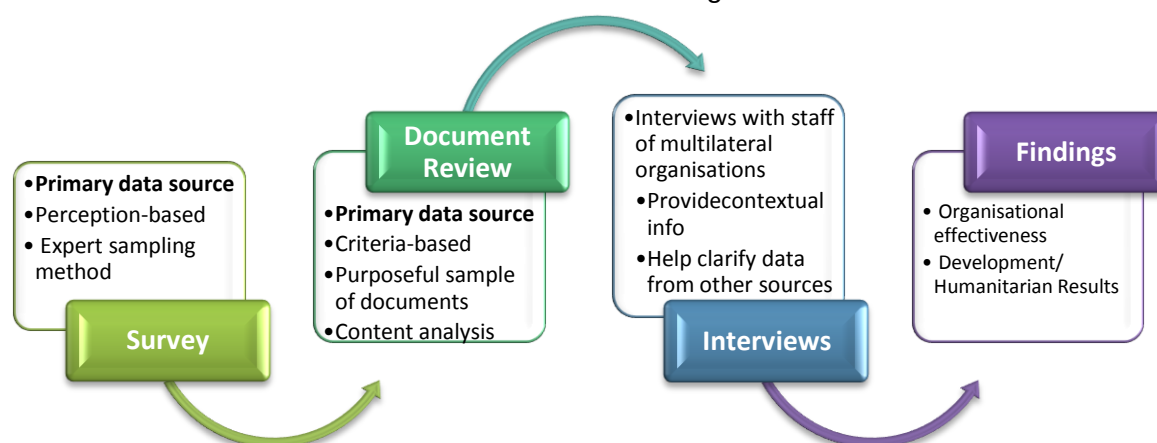
Individual institutional reports are produced for each multilateral organisation assessed. In 2014, reports include a Synthesis Report, which provides the overall findings and conclusions of the assessment, and a two-volume Technical Report: Volume I presents details on all micro-indicators and country assessments and Volume II provides the methodology and details on the sources of data that informed the overall findings.

In the past, MOPAN produced separate country-level data summaries. In 2014, data from each of the countries participating in the MOPAN survey are summarised in the Synthesis Report and details are provided in the Technical Report. The following data are reported for each country : i) a brief overview of the context for the multilateral organisation's work in that country; ii) a discussion of the evidence of results and an assessment of the quality of the results data; and, iii) an overview of the survey mean scores for the organisational effectiveness and results components.

3. Data collection methods

3.1 Introduction

The survey and document review are the two primary methods used to collect data for the MOPAN Common Approach assessments. Interviews with staff of multilateral organisations contribute to contextualising data and help clarify findings emerging from other data. While all three methods are used for both the organisational effectiveness component and the development/humanitarian results component, the data analysis and rating process is different for each one. Each method is described in the following sections.



Not all MOPAN micro-indicators (MI) are identified for rating by both survey and document review.

Prior to the MOPAN assessment each year, the MOPAN assessment teams and the Technical Working Group decide how each MI will be assessed (e.g. by survey, document review, or both). This is based on several factors: the need to keep the survey as short as possible, an analysis of past MOPAN survey responses (particularly the percentage of respondents that answered 'don't know' to specific questions), and the availability of relevant data sources. The selection of data collection methods for each MI is discussed with the Institutional Leads for each organisation being assessed each year.

- When questions in past MOPAN surveys generated high percentages of don't know responses but could be easily answered by document review alone, the approach has been to assess a micro-indicator by document review only. In the 2014 assessments, for example, this was the case for micro-indicators in the KPI on corporate focus on results and the KPI on performance-oriented programming.
- Conversely, some micro-indicators are assessed by survey only. For example, in the past, some micro-indicators in the KPIs on adjusting procedures, using country systems, and contributing to policy dialogue relied on information gathered from an organisation's reporting on the OECD Surveys on Monitoring the Paris Declaration. However, there have been challenges with using this source of data for individual UN Funds and Programmes. Therefore, the MOPAN assessment in 2014 relied on perception data only. Whenever possible, survey data is complemented by analysis derived from the review of an organisation's documents.

In the rating charts presented in the report, N/A indicates when a micro-indicator was "not assessed" by a specific data collection method (i.e. the survey or document review).

3.2 Survey

3.2.1 Overview

The MOPAN Common Approach gathers stakeholder perception data through a survey of MOPAN members (at headquarters and in-country) and of other key stakeholders of the multilateral organisations under review, including direct partners or clients, peer organisations, and host or recipient government representatives. The questions asked relate to both organisational effectiveness and the achievement of development and/or humanitarian results.

The instrument used to collect perception-based data is an online survey. In 2014, respondents are able to complete the web-based survey in English, French, or Spanish.^{vii} When it is not possible for respondents to complete the online survey, off-line methods are used; respondents may fill out a paper-based survey, complete an electronic version of the survey in Microsoft Word that is sent by email, or participate in a structured interview either in person or by telephone.

In order to ensure confidentiality, consultants (independent of MOPAN) manage the survey process and carry out the interviews.

Respondent types

To gather diverse perspectives on the multilateral organisations being assessed, MOPAN generally seeks the perceptions of the following primary respondent groups:^{viii}

- **Donor Headquarters Oversight (HQ):** Professional staff, working for a MOPAN donor government, who share responsibility for overseeing / observing a multilateral organisation at the institutional level. These respondents may be based at the permanent mission of the multilateral organisation or in the donor capital.
- **Donor Country Office Oversight (CO):** Individuals who work for a MOPAN donor government and are in a position that shares responsibility for overseeing/observing a multilateral organisation at the country level.
- **Direct Partner/Client (DP):** For most of the assessments, this group will include individuals who work for a national partner organisation (government or civil society) in a developing country. Respondents are usually professional staff from organisations that receive some sort of direct transfer from the multilateral organisation or that have direct interaction with it at country level (this could take the form of financial assistance, technical assistance, policy advice, equipment, supplies, etc.). The exact definition of “direct partner” varies according to the context of each organisation assessed. In some cases, direct partners include staff members from international agencies that are implementing projects in conjunction with the multilateral organisation being reviewed.

For some organisations, other respondent categories are also used, such as peer organisations, co-sponsoring agencies, technical partners and/or recipient/host governments.^{ix}

3.2.2 Sampling and response rates

Sampling

The Common Approach uses a purposive sampling method called ‘expert sampling’ in which potential respondents are identified by either MOPAN members or the multilateral organisations as having the basis for an expert opinion on the organisation being assessed.

The identification process, which involves MOPAN members in collaboration with the multilateral organisations assessed, results in a list of the population (all potential respondents identified by the MOs in country) for each of the multilateral organisations.

Individuals are invited to complete the survey for each organisation for which they have functional responsibility and sufficient knowledge.^x This is confirmed through a screening question that asks respondents to indicate their level of familiarity with the multilateral organisation being assessed, using a scale from 1 (not at all familiar) to 5 (very familiar). Respondents can continue the survey only if they indicate they are familiar with the multilateral organisation (i.e. a rating of 2, 3, 4, or 5).

Response rate

MOPAN aims to achieve a 70% response rate from donors at headquarters and a 50% response rate from all other target groups, which is considered acceptable for a survey of respondents who are required to have detailed knowledge about the organisation in order to participate.

During the survey period, response rates are monitored regularly. Respondents who do not access the survey or who do not complete it receive reminders from a range of sources:

- MOPAN country office and headquarter respondents will receive reminders from their MOPAN Focal Point
- Direct partners and any other respondent groups will receive reminders online and from the local survey consultant.

All responses provided through off-line methods (including paper-based surveys, surveys in MS Word provided by email, and surveys completed through structured interviews) are entered into the online instrument using a separate link to the survey. Data for online and off-line responses are merged only after quality control measures, such as confirming correct type of stakeholder, country, etc are performed.

3.2.3 Survey instrument

Survey customisation

The survey instrument draws on the existing set of indicators and is customised for each multilateral organisation assessed to reflect both the type of organisation and the types of respondents. This is done in consultation with the multilateral organisations being assessed and other individuals (MOPAN members and external resources) who are familiar with these organisations.

A core set of questions is developed for all respondents and additional questions are designed for specific respondent groups (reflecting their functional responsibility or relationship with the organisations). For example, questions relating to corporate issues, such as reporting to the Executive Board, are asked only of donors at headquarters. Questions on country-specific issues, such as the use of country systems or the extent of contribution to country-level goals, are asked only of donors in-country and clients/direct partners (or other country-based respondent groups) of multilateral organisations. Some questions are adjusted to reflect the nature of the multilateral organisation (e.g. cross-cutting thematic priorities).

Survey instrument

At the beginning of the survey, respondents are asked open-ended questions on their views of the organisation's overall strengths and areas for improvement. Subsequently, respondents are invited to provide comments on each of the four dimensions of organisational effectiveness and then to respond to the relevant questions related to development and/or humanitarian results.

The main part of the survey consists of a series of closed-ended questions on the micro-indicators for each key performance indicator (KPI). Respondents are presented with a statement describing an organisational practice, system, behaviour or specific result and asked

to rate the organisation's performance on a scale of 'very weak' to 'very strong' as shown below. There is also a 'don't know' option.

Band	Rating	Definitions	
		Organisational Effectiveness	Development and/or Humanitarian Results
1	Very Weak	The multilateral organisation does not have this practice, behaviour or system in place and this is a source of concern.	The multilateral organisation has not made any contribution in this area and this is a source of concern.
2	Weak	The multilateral organisation has this practice, behaviour or system but there are important deficiencies.	The multilateral organisation has made some contributions in this area, but there are still some deficiencies.
3	Inadequate	The multilateral organisation's practice, behaviour or system in this area has deficiencies that make it less than acceptable.	The multilateral organisation has made some contributions in this area but they are less than acceptable.
4	Adequate	The multilateral organisation's practice, behaviour or system is acceptable in this area.	The multilateral organisation's contributions in this area are acceptable.
5	Strong	The multilateral organisation's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.	The multilateral organisation's contributions in this area are more than acceptable.
6	Very Strong	The multilateral organisation's practice, behaviour or system is "best practice" in this area.	The multilateral organisation's contributions in this area could be considered as "best practice".

3.2.4 Survey data analysis and ratings

SPSS and Stata statistical software are used to analyse survey responses.

First level data analysis

First level survey data analysis includes calculations of mean scores, medians, standard deviations, frequencies (including analysis of 'don't know' and missing responses), as well as content analysis of open-ended questions. This is carried out for all MIs and KPIs in both components.

Frequency Calculation: Frequencies are calculated on both a weighted and un-weighted basis (see below for further explanation of our approach to weighting) and are based on answers to survey questions corresponding to micro-indicators. In both sets of calculations, 'don't know' responses and missing responses are calculated as a part of the overall total frequencies. In addition to raw frequencies, all frequencies are translated into percentages for ease of interpretation.

Mean Score Calculation: Scores are calculated based on answers to survey questions corresponding to micro-indicators. Mean scores are calculated on a weighted basis only, based on the number of valid responses to each question. Valid responses exclude 'don't know' responses and missing data (i.e. where respondents decide not to answer, or do not conform to required criteria such as location of work).

In the organisational effectiveness component, mean scores are calculated for each survey question (micro-indicator) and then for each key performance indicator (KPI) by aggregating the scores for the micro-indicators (MI) within that KPI. Equal weight is applied to each MI. For example, a KPI consisting of three micro-indicators that individually score 2, 3, and 4 will have a KPI mean of 3. In cases where multiple survey questions are needed to develop a concept, micro-indicators are composed of multiple sub-indicators. In such cases, the mean score of the sub-indicators is used to calculate the score for that particular MI.

In the development/humanitarian results component, mean scores are not aggregated at the key performance indicator level. Survey data at the micro-indicator level is presented along with evidence from the document review. These data sources, as well as information gathered during interviews with HQ and country-based MO staff, are assessed together to determine a rating.

A weighting scheme applied to all survey data ensures that no single respondent group or country is under-represented in the analysis. The weighting is intended to correct for discrepancies/variation in:

- The number of individuals in each respondent group (to account for the different numbers of respondents in each respondent group, individual weights are applied to each group);
- The number of countries where the survey took place; and,
- The numbers of donors in-country, direct partners, and other respondent groups within each country where the survey took place (Weights for these groups are determined by the total number of respondents from each group who answer in their country, relative to the total number answering in other countries. Thus, a respondent in a country with a lower number of respondents carries a higher individual weight than the equivalent respondent from a country with a higher number of respondents.

A weight is calculated for each multilateral organisation using the following equation:

$$W = \frac{P}{RCG}$$

Where:

W = weight factor for a given respondent group set for the multilateral organisation

P = total number of respondents for the multilateral organisation

R = number of respondent groups in the survey sample for the multilateral organisation

C = number of countries in the survey sample (per respondent group)

G = number of respondents in a particular country/respondent group set for the multilateral organisation

Weighted figures are carefully reviewed and analysed before inclusion in the multilateral organisation reports.

Converting individual scores to group ratings

A mean score is calculated for each respondent group (e.g. donors at HQ). Since mean scores are not necessarily whole numbers (from 1 to 6) MOPAN assigns numerical ranges and descriptive ratings for each range (from very weak to very strong) as shown below.

Range of the mean scores	Rating
1.00 to 1.49	Very Weak
1.50 to 2.49	Weak
2.50 to 3.49	Inadequate
3.50 to 4.49	Adequate
4.50 to 5.49	Strong
5.50 to 6.00	Very Strong

The ranges are presented to two decimal places, which is simply the result of a mathematical transformation and should not be interpreted as representing a high degree of precision. The ratings applied to the various KPIs should be viewed as indicative judgments rather than precise measurements.

Second level analysis

Second level analysis examines differences in the responses among categories of respondents and other variables, as relevant for each organisation. Analyses include non-parametric statistical tests such as analysis of variance (ANOVA) for differences among multiple groups, paired t-tests and Kruskal-Wallis tests for comparisons of differences between pairs of groups. Because of the small numbers in some respondent groups, $p < .01$ was used in order to establish statistical significance. Where statistically significant differences are found, these are noted in the Technical Report.

Given the small size of the samples, particularly for some respondent groups, the comparisons across respondent groups are provided as indicative information that can be used as a basis for discussion.

3.2.5 Quality assurance

The survey process is managed by a technical firm that specialises in survey research and is overseen by a consulting firm that implements the Common Approach assessments.^{xi} There are three steps in quality assurance for the survey data:

- the survey research firm conducts a first quality check of all the data sets
- an external expert in quantitative methods reviews all the calculations
- the teams analysing the survey data and drafting the reports for each multilateral organisation conduct reviews of the data at each stage of the process (i.e. from raw data to final data set).

3.3 Document Review

3.3.1 Overview

Through an examination of publicly available documents,^{xii} the MOPAN document review explores evidence that multilateral organisations have the systems, practices, or behaviours in place that MOPAN considers to be important factors in an organisation's effectiveness and evidence of its contributions to development and/or humanitarian results.

The document review considers various types of documents:

- Multilateral organisation documents relevant to the assessment of the MOPAN micro-indicators, such as strategic plans, results frameworks, policies and procedures in various areas of organisational effectiveness. Documents that present the results achieved at various levels of the organisation are also consulted. The organisations help to identify these documents.
- Organisational evaluations, reviews, or assessments (external or internal) about the organisation's performance on the dimensions of the MOPAN framework (strategic management, operational management, relationship management, and knowledge management). These studies are either found on the organisation's web site or are provided by the organisation.^{xiii}
- External assessments such as the International Health Partnership (IHP+Results assessments) and reviews of the Quality of Official Development Assistance conducted by the Brookings Institution and the Center for Global Development.

- Evaluations, either internal or external, of the achievement of results at the institutional/organisation-wide, thematic, or country programme levels.

3.3.2 Document sampling

The multilateral organisations selected for review represent a wide variety of organisational structures, processes, and practices – which makes it challenging to create a generic sampling strategy. However, the collection of documents follows a number of overall principles to ensure consistency and focus the sampling process.

All documents, regardless of type or level within the organisation, should be approved by the relevant authority (e.g. organisation-wide documents are usually approved by the multilateral organisation's Executive Management or Board).^{xiv}

All documents (including policies, guidelines, strategies, thematic documents and web site information) are selected, at least in part, based on the requirements noted below.

- Policies or guidelines, at any level within the multilateral organisation, are selected only if they are in force as of the year of assessment
- Strategies, regardless of level within the multilateral organisation, are selected only if they are being implemented within the year of assessment
- Thematic documents, including strategies, plans and reports, regardless of the level within the multilateral organisation, are selected in order to provide a review from a sample of thematic areas
- Any information presented on the multilateral organisation's web site (i.e. the text from a page on this site, not a downloadable document available on the site) is retrieved within the year of assessment, and is assumed to be current unless the web page itself states otherwise
- All documents (except for policies, guidelines and strategies) should be published within the following timelines, unless there is a strong rationale for reviewing older documents:
 - Project/programme level documents: the current or previous year
 - Country, regional, or organisation-wide documents: the past three years inclusive of the year of assessment
- When specific MIs require a sample of sector strategies, country strategies, or project level documentation, a specific sampling approach is developed and tailored for each multilateral organisation.

3.3.3 Document collection

The collection of documents follows the general steps outlined below, although it is not a linear process:

- Initial document research on the web site of the multilateral organisation
- Preparation of a preliminary list of all documents to be reviewed, by indicator
- Consultation with the multilateral organisation to fill any gaps in the list of documents
- Multilateral organisation reviews and refines the list of documents (through the MOPAN Institutional Lead)
- Finalisation of document list.

Once the document list is finalised and the document review has commenced, further documentation needed to fill any gaps in information for certain indicators is requested from the multilateral organisation. If the documents obtained from the third request do not contain the

information needed, the consultant team makes the assessment based on the information available.

3.3.4 Document analysis

Content analysis

Documents are reviewed by content analysis based on the themes of the micro-indicators. Specific criteria for assessing the content of documents have been developed, based on existing standards and guidelines for each of the indicator areas (for example, any UNEG or OECD-DAC guidelines), on MOPAN identification of key aspects to consider, and on the input of subject-matter specialists.

The analysis of indicators in the organisational effectiveness component may include an examination of one or more of the following elements, depending on the nature of the indicator, criteria and sources of information:

- **Quality:** Documents are assessed in terms of their content, and in particular for the presence or absence of particular items or characteristics defined by MOPAN as standards of best practice.
- **Use:** While difficult to assess by document review, some proxy indicators for the use or implementation of a document are examined, such as evidence from budget documents that a certain policy or priority area is being financed, or evidence from evaluations that show implementation of a policy or priority area.
- **Consistency:** Where possible, several documents of the same type are examined (such as country strategies in different countries) to assess the extent to which criteria are met consistently across the organisation.
- **Improvement over time:** In some cases, documents are examined over several years to assess the extent to which progress can be seen over time.

Documents are also used to aid in understanding the contexts in which the multilateral organisations work.

In the development and/or humanitarian results component, both institutional and country level documents are reviewed to determine the extent to which planned results from the strategic period were achieved and to identify evidence of the multilateral organisation's relevance and contributions to national goals and priorities. The document review focuses on performance reports and thematic or programme evaluations in relevant areas to examine the data on results and issues of quality.

Rating scales

The multilateral organisations are assessed on relevant micro-indicators in the Common Approach document review framework. Not all MOPAN micro-indicators are identified for rating by document review. However, information from documents is used when relevant to provide context for some of the indicator areas that are only rated by survey respondents.

The document review ratings are defined according to two scales: a) a six-point scale for the majority of the organisational effectiveness questions (very weak, weak, inadequate, adequate, strong, very strong); b) a four-point scale for the assessment of evidence for the development and/or humanitarian results component (weak, inadequate, adequate, strong).

For the component on development results, the four-point scale was developed to facilitate judgments based on a qualitative assessment that draws on a mix of data sources. A six-point scale would require a degree of precision in the development of descriptors for each level that is not appropriate given the nature of the data. The descriptors for these four points are presented in Annex I below.

a. Organisational effectiveness component

The document review ratings determined for the majority of the MIs in the Common Approach build on the definitions and scale used in the survey, as described in Section 3.2.3 above.^{xv}

For most micro-indicators, five criteria are established which, taken together, are considered to represent ‘best practice’ in that topic area as defined by MOPAN members. Each criterion is designed as a ‘met/not met’ alternative and each ‘met’ counts as one point. Ratings are arrived at by totalling the number of criteria met, taking into account all the evidence in the assessment (giving special attention to evaluations that address the topic of the indicator), and the assessment team’s judgment. Quality assurance processes to continuously check the ratings are described in Section 3.3.5 below.

Document review criteria descriptors and definitions

Number of criteria met	Descriptors	Definitions
No criteria met (or required document(s) do not exist)	Very Weak	The multilateral organisation does not have this practice, behaviour or system in place and this is a source of concern/ or the multilateral organisation has limited documentation of such a system being in place.
One criterion met	Weak	The multilateral organisation has this practice, behaviour or system but there are important deficiencies.
Two criteria met	Inadequate	The multilateral organisation’s practice, behaviour or system in this area has deficiencies that make it less than acceptable.
Three criteria met	Adequate	The multilateral organisation’s practice, behaviour or system is acceptable in this area.
Four criteria met	Strong	The multilateral organisation’s practice, behaviour or system is more than acceptable yet without being “best practice” in this area.
All five criteria met	Very Strong	The multilateral organisation’s practice, behaviour or system is “best practice” in this area.

Ratings for key performance indicators (KPIs) are based solely on the ratings for the component micro-indicators in each KPI. Each KPI rating is calculated by taking the arithmetic mean of all micro-indicator ratings in that KPI rounded to the nearest whole number. This number is then given the appropriate descriptor. In cases where the micro-indicator ratings for one key performance indicator are highly divergent (i.e. if there are two micro-indicators, and one is rated as “very weak” while the other is rated as “very strong”), this is noted in the narrative of the report.

b. Development/humanitarian results component

The assessment team reviews the documents provided to find evidence of concrete results that relate to the organisation’s strategic objectives and any theory(ies) of change that may have been developed. The criteria considered in assessing the evidence of progress towards the multilateral organisation’s stated results, which are rated as ‘met’ or ‘not met’, include:

- a) Evidence of an explicit theory or theories of change^{xvi}
- b) Baselines included for indicators
- c) Targets included for indicators
- d) Reports on outputs^{xvii}
- e) Reports on outcomes^{xviii}
- f) Data reliability and quality^{xix}

These criteria provide an indication of the quality of the multilateral organisation’s systems specifically related to the measurement of and reporting on results at different levels.

3.3.5 Quality assurance

The consulting teams for each multilateral organisation being assessed carry out quality assurance during the document review process at various stages and at multiple levels.

At the level of individual document review criteria, the research analyst and junior consultant on each team conduct the initial document review and analysis, which is then vetted by the senior consultant leading the assessment for that multilateral organisation. As necessary, the document review ratings are also reviewed by the project manager and by the senior methodological advisor.

At the level of the micro-indicator, the assessment teams for each multilateral organisation hold regular joint meetings by topic area to help ensure consistency across reports – in conceptual interpretation of the various indicators, data sources, and the standards/criteria against which the documentation is rated. These meetings are overseen by the project manager and the senior methodological advisor.

At the level of the key performance indicator, the senior consultants leading each of the multilateral organisation assessments and the project manager review the ratings given to each of the organisations to ensure that ratings are accurate.

For the results component, each assessment team reviews all the evidence available for each KPI and comes to a preliminary judgment on the rating. The ratings are then discussed with the project manager prior to presentation of evidence and proposed ratings to a Results Panel which includes the senior methodological advisor and other experts in managing for development results and/or with knowledge of the organisation.

In the report for each organisation assessed, Volume II of the Technical Report provides the document review criteria, a list of the main documents used to assess each criterion, and any comments or explanations for the ratings.

3.4 Interviews

3.4.1 Overview

Semi-structured interviews are conducted at headquarters, regional offices,^{xx} and country offices of multilateral organisations with staff members who are knowledgeable in areas that relate to the MOPAN assessment.

In 2014, the interviews serve two main purposes: i) to provide the most accurate information about a multilateral organisation's on-going reform agenda and the key documents that explain the various systems and practices that have been established to support it; ii) to provide contextual insight to clarify, refute and/or validate observations emerging from other lines of evidence/data sources (e.g. document review, survey data analysis).

3.4.2 Identification of Interviewees

The consulting firm and the Secretariat work with each multilateral organisation to identify individuals who are most knowledgeable on particular topic areas and on the organisation's reform agenda.

3.4.3 Process

Initial consultations are conducted with the multilateral organisation to obtain background information and key documents required for the assessment. These consultations are usually carried out over the phone and often take place during the process of reviewing and tailoring the set of indicators for the organisation.

Later in the assessment process, the assessment teams conduct interviews to confirm or clarify trends or tentative findings, particularly those emerging from the review of documents. The interviews are conducted after the assessment team has conducted a preliminary review of documents and are usually scheduled between March and May. The interviews are conducted in-person during visits to the headquarters of the multilateral organisations and over the phone, Skype or via video conference with regional offices or country offices in each of the MOPAN countries.

- Interviews are conducted with a small number of staff who work in the primary units that relate to areas of the MOPAN assessment (e.g. strategy and planning, programming, human resources, RBM, and evaluation). Interviewees are identified by the multilateral organisation in conjunction with the assessment team and MOPAN.
- Interviews are semi-structured but flexible, allowing new questions to be brought up during the interview as a result of what the interviewee says. This type of interview does not follow a tightly prescribed protocol, but does require prior preparation of the key interview themes and questions – these are shaped by the MOPAN assessment framework and are tailored for each of the respondents according to his/her functional responsibility. An interview guide is prepared and interviewees are advised of the content areas beforehand.
- The interviews are conducted by a 2-person team made up of a senior and junior consultant. If timing of the assessment cycle permits, additional follow up interviews may also be conducted to clarify any outstanding gaps in information for the analysis after documents and survey data have been considered.

3.4.4 Data analysis and use

The information collected during the interviews is analysed using a ‘content analysis’ approach. It is not used as an independent line of evidence but rather to provide contextual insight and to confirm or refute observations from other data sources.

The information gathered during the interviews remains confidential. It is transcribed and used by the consulting firm solely for analytical purposes to inform the findings in the assessment reports.

4. Basis for judgement

4.1 Overview

From 2003 to 2009, the basis for the determination of ratings in MOPAN assessments was the perceptions of survey respondents. With the introduction of the document review in 2010 and interviews in 2012, ratings now draw on a variety of sources that are compared and triangulated.

- **Survey:** Survey respondent perceptions remain an important component of the ratings on multilateral organisation performance

Basis for judgement

Organisational effectiveness

- Perception-based survey scores
- Document review based on criteria and expert judgment
- Contextual interviews
- Overall survey and document review ratings use a 6-point scale (Very Strong to Very Weak) based on descriptors in Section 3.3.4 (a)

Progress towards results (“best fit” approach)

- Perception-based survey scores
- Criteria-based document review
- Expert judgement
- Contextual interviews
- Overall ratings use a 4-point scale (Strong to Weak) based on descriptors in Annex I

and now include a broader range of stakeholders.

- **Document Review:** The document review process is guided by specific criteria for assessing the content of documents in relation to the micro-indicators. These criteria draw on existing standards where available (e.g. OECD-DAC, UNEG or other standards) and are adapted to the needs of the MOPAN Common Approach. Both criteria-based judgements and expert judgements are used to determine the ratings.
- **Interviews:** The interviews are used to validate observations emerging from other lines of evidence and inform the overall findings and conclusions of the assessment.

4.2 “Best fit” approach for the determination of ratings for the evidence results achievement

The development/humanitarian results component’s key performance indicators examine the concrete evidence of results achieved and the relevance of country-based activities. Unlike the methodology used to determine ratings for organisational effectiveness (which are based on a calculation of the sum of data points), the methodology for this component draws on a set of descriptors of different levels of evidence of results achievement and an assessment of where the multilateral organisation best fits within the range of these descriptors.

This is referred to as a “best fit approach”, which is a type of criteria-referenced basis for judgement that is more suitable when: criteria are multi-dimensional, there is a mix of both qualitative and quantitative data, and it is not possible to calculate a simple sum of the data points.^{xxi}

The ‘best fit’ assessment is carried out in several steps:

- The teams for each multilateral organisation first review the organisation’s systems and practices for measuring and reporting on results
- They then consider the quality of the evidence that is actually presented by the organisation in its reports (drawing on the criteria presented in 3.3.4 (b))
- The teams analyse all lines of evidence (document review, survey and interviews) to determine a preliminary rating for the KPI (strong, adequate, inadequate, weak) based on the descriptors in Annex I below
- The proposed ratings are based on the recommendation of a panel of experts who review and validate the preliminary ratings and draft findings.^{xxii}

While this approach does not allow for a mathematical calculation of ratings as a sum of data points (as is the case in assessing organisational effectiveness), the assessment report and its appendices include the criteria used as a basis for judgement and the process followed to arrive at a final rating.

4.3 Triangulation

Triangulation is the process of using multiple data sources, data collection methods, and/or theories to validate research findings. Triangulation helps eliminate bias, and detect errors or anomalies^{xxiii} in the use of more than one approach to the investigation of a research question.^{xxiv} In the Common Approach, triangulation is done in a number of ways:

- Document review ratings and survey results are presented separately in order to illustrate convergence or divergence
- External evaluations and assessments of the organisations are reviewed to help validate or question information from other sources on the performance areas
- Interviews are conducted to provide contextual information and validate observations emerging from other lines of evidence, as well as to highlight additional sources of data

- The analysis and proposed ratings for the development / humanitarian results component are presented to a panel of experts for discussion and finalisation
- The findings are widely vetted within the MOPAN network and revised based on feedback from members
- The reports are then shared with the multilateral organisations and their feedback is considered in the final draft of the report.

5. Strengths and limitations of the Common Approach

MOPAN has continued to improve methodology based on experience each year. The following strengths and limitations should be considered when reading MOPAN reports.

Strengths

- The MOPAN Common Approach now includes an assessment of organisational effectiveness and an assessment of an organisation's measurement of and reporting on development and/or humanitarian results at both the organisation-wide and country levels.
- The original intent of the Common Approach was to replace or reduce the need for other assessment approaches by bilateral donors. Some donors now rely solely on MOPAN reports for their decision making, while others use the reports as input for their own bilateral assessments (see also section on limitations below).
- MOPAN assessments draw on multiple sources of data (stakeholder surveys, document review, interviews) to enhance validity of the assessment findings.
- In line with donor commitments to aid effectiveness (harmonisation, partner voice and mutual accountability), MOPAN assessments gather the perceptions of a range of stakeholders of each multilateral organisation assessed.
- MOPAN strives for consistency in survey questions and document review criteria across the organisations assessed each year, while allowing for customisation to account for differences between types of multilateral organisations.
- Although there have been changes in methodology since the Common Approach was initiated in 2009, MOPAN assessments provide indications of an organisation's progress over time.
- The findings and ratings in MOPAN reports are subject to multiple reviews by the consulting firm, MOPAN members, the multilateral organisations assessed, and the MOPAN Secretariat.

Limitations

Overall

- Despite MOPAN's efforts, a number of bilateral assessment tools are still being used to assess multilateral organisations concurrently with the MOPAN process.
- The Common Approach framework was initially designed to assess multilateral organisations that have operations in the field. The framework and data collection have been adjusted for organisations that have limited field presence or that have regional structures in addition to headquarters and country operations, but do not fully reflect regional dimensions of the organisation's practices or results.
- The Common Approach framework was initially designed to assess multilateral organisations that have a development mandate. MOPAN has tested and adapted the

framework for organisations with a humanitarian mandate but considerable adaptation is required.

- The countries selected for review each year are based on established MOPAN criteria but comprise only a small proportion of each institution's operations, thus limiting broader generalisations.
- In the assessment of organisational effectiveness, there are no indicators related to governance and financial viability of the multilateral organisations. In the section focused on development results, the emphasis is on the evidence of achievement of objectives/results and relevance, but there is no assessment of the sustainability of results.

Survey

- For the survey, the Common Approach uses a purposive sampling method called 'expert sampling' in which potential respondents are identified by MOPAN members and the multilateral organisations as having the basis for an expert opinion on the organisation being assessed. While the survey aims to gather diverse perspectives on the multilateral organisations being assessed, the collected survey responses are not representative of the entire "population" of donors, partners, etc.
- MOPAN members and the organisations assessed select the individuals to complete the survey and aim to identify respondents who are knowledgeable about the organisation being assessed. However, MOPAN has no means of determining whether the most knowledgeable and qualified individuals are selected. Some respondents may not have the knowledge to respond to all questions (e.g. on internal operations of the organisation, such as financial accountability and delegation of decision making). A significant percentage of 'don't know' responses may imply that respondents did not understand certain questions or that the question was inappropriate for certain respondent groups. Because one of MOPAN's intentions has been to merge previously existing assessment tools and forestall the development of others, the survey instrument remains quite long and respondent fatigue may affect both the quality of responses and rate of response.
- The rating choices provided in the MOPAN survey may not be used consistently by all respondents, especially across the many cultures involved in the MOPAN assessment. One potential limitation is 'central tendency bias' (i.e. a tendency in respondents to avoid extremes on a scale). Cultural differences may also contribute to this bias as respondents in some cultures may be unwilling to criticise or too eager to praise.
- MOPAN reports provide mean survey scores. The advantage is that the mean is the most commonly understood measure of central tendency; the disadvantage is that the mean is sensitive to extreme scores (outliers), particularly when samples are small, which is usually the case at the country level. The assessment teams also review the median and standard deviations for each survey question (standard deviations are provided in Volume I of the Technical Report).
- In addition, in order to ensure confidentiality, the Technical Report does not provide a breakdown by respondent group in the country section.

Document review

- While MOPAN uses recognised standards and criteria for what constitutes good or best practice for a multilateral organisation, such criteria do not exist for all MOPAN indicators and some of the criteria used in reviewing document content were developed by MOPAN in the course of the assessment process. These criteria have also evolved since 2009 to reflect MOPAN member expectations. The criteria are a work in progress and should not be considered definitive standards.

- While the document review can evaluate the contents of a document, it cannot assess the extent to which the spirit of that document has been implemented within the organisation (unless implementation is documented elsewhere).
- The document review component works within the confines of an organisation's disclosure policy. In some cases, low document review ratings may be due to unavailability of organisational documents that meet the MOPAN criteria (some of which require a sample of a type of document, such as country plans, or require certain aspects to be documented explicitly). When information is insufficient to make a rating, this is noted in the report.

Ratings and sources

- MOPAN assessments use different rating scales and different methods of assigning ratings in the organisational effectiveness and results components.
- In the organisational effectiveness component, the KPI ratings are mathematical averages of the survey and document review scores. The assessment produces numerical scores and ratings that appear to have a high degree of precision, yet can only provide general indications of how an organisation is doing. They provide a basis for discussion among MOPAN members, the multilateral organisation and its stakeholders, including direct partners.
- In the results component, the ratings are based on a "best fit" approach (see section 4.2). The methodology draws on evidence of results achieved as presented in the reports by or about a multilateral organisation. However, there is a critical difference between assessing the actual results achieved on the ground and assessing the evidence of results in evaluations and in the organisation's reports to its key stakeholders.

As MOPAN's methodology has changed considerably since 2009, comparisons of this year's assessments and previous assessments should take this into consideration.

MOPAN believes that the large amount of data and the efforts to explore convergence of the different sources help to mitigate the limitations. The reports thus provide a reasonable picture, at a particular moment in time, of both the systems associated with the organisational effectiveness of multilateral organisations and the evidence of development and/or humanitarian results achieved.

Annex I – Performance descriptors used to determine the ratings for the development/humanitarian results component KPIs

Note: In assessing humanitarian organisations, all descriptors concerning country priorities and national goals are reviewed and adjusted accordingly.

KPI A – Evidence of the multilateral organisation's relevance

Strong	There is clear evidence of the congruence/alignment between the organisation's stated results and partner country priorities, beneficiary needs and priorities, global trends and priorities in development or humanitarian field, and the organisation's mandate. Consistent data emerges from corporate (organisation-wide) and country-level sources.
Adequate	There is evidence of the congruence/alignment between the organisation's stated results and country priorities, beneficiary needs and priorities, global trends and priorities in development, and the organisation's mandate. However, the data is less consistent across country and corporate (organisation-wide) sources, with compelling evidence in some areas, and less evidence in others.
Inadequate	There is only modest evidence from country and corporate (organisation-wide) sources that the organisation's stated results are congruent/aligned with country priorities, beneficiary needs and priorities, global trends and priorities, and the organisation's mandate.
Weak	There is no evidence of congruence/alignment between the organisation's results and country priorities, beneficiary needs and priorities, global trends and priorities, and the organisation's mandate.

KPI B – Evidence of the multilateral organisation's progress towards its institutional/organisation-wide results

Strong	The organisation provides solid evidence of its progress towards all its key planned organisation-wide results. The organisation is demonstrating progress or contributions towards its key corporate objectives or outcomes and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by reliable, robust data from measuring indicators, evaluations, or other sources. The organisation has articulated theories of change that link the kinds of products and services that it provides to the development and/or humanitarian outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	The organisation is demonstrating progress towards most of its planned organisation-wide results. Although the organisation does not yet have a strong evidence base that describes progress or contributions towards all outcomes, it does clearly explain where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The organisation provides evidence that is supported by reliable data on its contributions to the majority of planned outcomes. Theories of change exist in different areas and are understandable. There may be some inconsistency across data sources.
Inadequate	The organisation does not provide evidence that it is meeting or moving toward most of its stated results. In addition, the theories of change are not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide consistent evidence with regard to the achievement of results at output and outcome level. While the organisation presents some data on progress towards its expected results, the evidence base is weak.
Weak	The organisation is not demonstrating progress towards its key corporate results. The organisation does not clearly articulate theories of change and the various sources of data collected do not provide a picture of an effective MO. Data quality is questionable.

KPI C – Evidence of the multilateral organisation’s progress towards its stated country-level results

Strong	The organisation provides solid evidence of its progress towards all its planned country-level results in all countries assessed (taking into account their context). The organisation is demonstrating progress or contributions towards its key country-level outcomes and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by reliable, robust data from measuring indicators, evaluations, or other sources. The organisation has articulated theories of change that link the kinds of products and services that it provides to the development and/or humanitarian outcomes that it hopes to support in country. There is consistency across the different data sources, including the perceptions of the organisation’s key stakeholders.
Adequate	The organisation is demonstrating progress towards most of its planned results in all countries assessed (taking into account their context). Although the organisation does not yet have a strong evidence base that describes progress or contributions towards all outcomes, it does clearly explain where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The organisation provides evidence that is supported by reliable data, of its contributions to the majority of planned outcomes. Theories of change exist in different areas and are understandable. There may be some inconsistency across data sources.
Inadequate	The organisation does not provide useful evidence that indicates that it is meeting or moving toward most of its stated results in the countries assessed. In addition, its theories of change are not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide consistent evidence with regard to the achievement of results at output and outcome level. While the organisation presents some data on progress towards its expected results in the countries assessed, the evidence base is weak.
Weak	The organisation does not provide evidence that it is making progress towards key results articulated in its country strategies. The organisation does not clearly articulate theories of change and the various sources of data collected do not provide a picture of an effective MO. Data quality is questionable.

KPI D – Evidence of the multilateral organisation’s contributions to national goals and priorities, including the Millennium Development Goals (MDGs)

This KPI is reviewed and adjusted as necessary in the case of humanitarian organisations. In 2014, the KPI was not included in the assessment of UNHCR.

Strong	The organisation provides clear evidence that it has contributed to the achievement of national goals and priorities, including relevant MDGs, in all countries assessed. It explains where its contributions have been significant and where its contributions have been less successful, as well as the factors that have affected that progress. The description of contribution is well supported by reliable, robust data from measuring indicators, evaluations, or other sources. The organisation’s key stakeholders perceive that it is significantly contributing to the achievement of national goals and priorities, including the MDGs and that partner countries positively benefit from the organisation’s work. There is consistency across the different data sources, including the perceptions of the organisation’s key stakeholders.
Adequate	The organisation provides some evidence of contribution to the achievement of national goals and priorities, including relevant MDGs, in some countries assessed. It provides some evidence of contributions that have been significant and where they have been less successful, as well as the factors that have affected that contribution. The description of contribution is supported by some reliable data from measuring indicators, evaluations, or other sources. The organisation’s key stakeholders perceive that it is contributing to the achievement of national goals and priorities, including the MDGs and that partner countries positively benefit from the organisation’s work. There is some consistency across the different data sources, including the perceptions of the organisation’s key stakeholders.
Inadequate	The organisation provides little evidence of contribution to the achievement of national goals and priorities, including relevant MDGs, in some countries assessed. Little evidence of its contributions or the factors that have affected that contribution is provided. Unreliable data sources are used to justify contributions. The perceptions of the organisation’s key stakeholders are inconsistent on the extent to which the organisation is contributing to the achievement of national goals and priorities, including the MDGs. Perceptions vary on the extent to which partner countries positively benefit from the organisation’s work. There is little consistency across the different data sources, including the perceptions of the organisation’s key stakeholders.

Weak

The organisation provides no evidence of contribution to the achievement of national goals and priorities, including relevant MDGs, in all countries assessed. No evidence of its contributions or the factors that have affected that contribution is provided. Data sources used are unreliable. The organisation's key stakeholders perceive that it is not contributing meaningfully to the achievement of national goals and priorities, including the MDGs, and that partner countries do not benefit meaningfully from the organisation's work. There is no consistency across the different data sources, including the perceptions of the organisation's key stakeholders.

ⁱ MOPAN members in 2014: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Japan, Luxembourg, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States.

ⁱⁱ It is important to note that the presence of a system or practice does not always mean that it is being used effectively. In addition, organisational practices may not be the only facilitating/hindering factor with respect to the achievement of results. The country context or environment, for example, also plays an important role.

ⁱⁱⁱ MOPAN assessments examine how an organisation measures and reports on its planned results and the relevance of its work. The assessments do not examine the sustainability of results or the efficiency with which they are achieved.

^{iv} AfDB, UNDP, UNICEF, and the World Bank –These organisations were selected because they had been assessed by MOPAN in 2009. The 2009 assessment focused on organisational effectiveness and was based only on survey data.

^v The relevance of the multilateral organisation's work to donor priorities is also of interest to MOPAN, but the relevance to donor development policy is assessed separately by each individual MOPAN member.

^{vi} Only those national goals or priorities that relate directly to the multilateral organisation's approved programme or strategy in that country will be considered. If there are no references to national goals or the MDGs in the approved programme of the organisations, this will be noted in the assessment report.

^{vii} A paper version of the questionnaire is translated into local languages, as required.

^{viii} The number and type of respondent groups may vary for each organisation and additional respondent types may be included.

^{ix} The exact definitions vary for each organisation. Peer organisations may include: UN organisations or international NGOs that have collaborated with the MO in its thematic area of work in the countries included in the assessment. These organisations collaborate with but do not receive any direct funding from the organisation assessed. Recipient governments normally refer to: governments in the countries selected for the assessment that receive assistance from or host the activities of the organisation assessed.

^x Each individual respondent is provided with a unique link that reflects the respondent type and the multilateral organisation(s) they have been assigned to. Some individuals, particularly MOPAN members, may complete surveys on more than one organisation.

^{xi} In 2014, Universal Management Group is the consulting firm hired to support the MOPAN Secretariat in conducting the MOPAN assessments. Epinion is the technical firm that manages the on-line survey.

^{xii} Documents are considered to be "publicly available" if they are on the organisation's web site or if the organisation is able to provide them upon request for the purpose of assessing the micro-indicators.

^{xiii} The review of documents excludes bilateral assessments of the multilateral organisations.

^{xiv} This is intended to ensure that documents reviewed are final documents (rather than drafts) and that they are providing guidance for organisational behaviour.

^{xv} For document review, however, the definition of "Very Weak" is expanded to mean that "the multilateral organisation does not have this system in place and this is a source of concern / or the organisation has limited documentation of such a system being in place."

^{xvi} 'Theory of change' is understood in the sense defined by Rist and Morralmas (2009) as, "a representation of how an intervention is expected to lead to desired results" and in the sense defined by

Michael Quinn Patton who has stated that a theory of change is more than the sequential order of results statements presented in a logic model; it requires key assumptions related to the results chain and context (e.g. policy and environment), and important influences and risks to be made explicit - *Qualitative Research and Evaluation Methods* (2002).

^{xvii} This refers to the OECD definition of outputs (i.e. lower level results). Some MOs use different terminology for the various levels of results.

^{xviii} This refers to the OECD definition of outcomes (i.e. higher level results). Some MOs use different terminology for the various levels of results. Evidence of reporting according to a theory or theories of change will be sought as a way of substantiating the reported higher-level results.

^{xix} According to Rist and Morralmas, *The Road to Results* – “Reliability is the term used to describe the stability of the measurement – the degree to which it measures the same thing, in the same way, in repeated tests.” Attention is also given to the quality of the evidence – specifically, whether or not it has been derived from or validated by an external and/or independent source.

^{xx} In 2014, UNFPA, FAO, and UN Women asked that we speak with the regional offices.

^{xxi} The “best fit” approach is used in public sector institutions (see Ofsted, 2011: *Criteria for making judgements*).

^{xxii} The panel is composed of the Senior Methodological Advisor, the senior consultants involved in each of the assessments, and external peer reviewers with knowledge of the particular agency or expertise in MfDR.

^{xxiii} Wholey, J.S., Hatry, H.P., Newcomer, K.E. Eds (2010) *Handbook of Practical Program Evaluation* (Third Edition), San Francisco, California: Jossey-Bass, p. 446-447.

^{xxiv} For example, Denzin, N. K. (1970). *The Research Act in Sociology*. Chicago: Aldine.

Appendix II MOPAN Common Approach survey 2014

Welcome to the Survey for the MOPAN Common Approach in 2014 and thank you for agreeing to participate. In responding to the survey, please base your answers on your perceptions and knowledge of the Food and Agriculture Organization (FAO) of the United Nations. Your perceptions may be shaped by your experience with and exposure to FAO. Please rest assured that your answers will remain confidential. Any comment you make will not be attributable to you, or be used in a way which might identify you or your organisation as the author of this comment. Findings will be reported in aggregate form only. The survey should take approximately 45 minutes to complete.

Please note that it would be ideal if you could complete the survey in one session. However, if you would like to continue the survey later, you can do this at any point by closing the internet browser that displays the survey (i.e. this window). When you are ready to continue, you can return to the point where you left off by clicking on the original link to the survey included in the email you received from us. If at any point you have questions about this survey please contact mopan@epinion.dk. You can move back and forth in the questionnaire if you would like to change a response or a comment. Your time spent contributing to the MOPAN Common Approach is very much appreciated. Please click the 'Next' button below to begin.

You have been identified as a key respondent to assess the organisational practices, results, and relevance of FAO. However, before answering the questionnaire, we would like to know how familiar you are with FAO and the way it works. Please use the scale below to indicate your degree of familiarity, where 5 is "very familiar" and 1 is "not at all familiar".

- (_1) 1 - Not at all familiar
- (_2) 2
- (_3) 3
- (_4) 4
- (_5) 5 - Very familiar

Which of the following best describes how often you have contact with FAO?

- (_1) Daily
- (_2) Weekly
- (_3) Monthly
- (_4) A few times per year or less
- (_5) Never

If you have indicated that you are not at all familiar with or that you never have contact with this organisation, you will be screened out of the survey.

Overall performance

We would now like to ask you a few questions about FAO's strengths and areas for improvement.

Thinking about FAO and the way it operates, what do you consider to be its greatest strength? Please type your answer into the box below:

Still thinking about FAO and the way it operates, what do you consider to be the area where it most needs improvement? Please type your answer into the box below:

Results component

Results achievement and relevance of the organisation

You will see a series of statements related to the extent to which FAO has made progress towards meeting its stated organisation-wide results and its stated country-level results, and on the extent to which it has contributed to national goals and priorities, including the Millennium Development Goals

(MDGs). You will also be asked questions that pertain to the relevance of the organisation. Please rate how you think FAO performs in these areas using the six-point scale described below, which ranges from "very weak" to "very strong". The scale will remain the same for all statements pertaining to FAO's results and relevance.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

- 1 - Very weak = FAO has not made any contribution in this area and this is a source of concern.
- 2 - Weak = FAO has made some contributions in this area, but there are still some deficiencies.
- 3 - Inadequate = FAO has made some contributions in this area but they are less than acceptable.
- 4 - Adequate = FAO's contributions in this area are acceptable.
- 5 - Strong = FAO's contributions in this area are more than acceptable.
- 6 - Very strong = FAO's contributions in this area could be considered as "best practice".

Results achievement at the organisational level

We would like to ask you some questions on the extent to which FAO is demonstrating progress towards its planned strategic objectives as highlighted in its strategic framework for the 2010-2013 implementation cycle. In thinking about these questions, please consider all that you know about FAO and its main contributions to these strategic objectives.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated goal of intensifying crop production in a sustainable manner.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of increasing sustainable livestock production.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of managing fisheries and aquaculture resources in a sustainable manner.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of improving quality and safety of food at all stages of the food chain.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of managing forests and trees in a sustainable manner.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of managing land, water and genetic resources (biodiversity) in a sustainable manner.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of improving responses to global environmental challenges affecting food and agriculture (e.g. climate change and bioenergy).	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of enabling environment for markets to improve livelihoods and rural development.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of improving food security and better nutrition.	☐	☐	☐	☐	☐	☐	☐

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated goal of improving preparedness for, and effective response to, food and agricultural threats and emergencies.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of achieving gender equity in accessing resources, goods, and services in rural areas.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of increasing and making more effective public and private investment in agriculture and rural development.	☐	☐	☐	☐	☐	☐	☐

Achievement of results in Bangladesh

We would like to ask you some questions on the extent to which FAO is demonstrating progress towards its stated priorities in Bangladesh. In thinking about these questions, please consider all that you know about FAO's activities in the country (as highlighted in FAO's Country Programming Framework (CPF) 2010-2015 and 2013-2018 developed for Bangladesh).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated priority of enhancing food and nutrition security through <u>policy support</u> in Bangladesh.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of enhancing food and nutrition security through <u>nutrition awareness and food diversification</u> (utilisation).	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of enhancing agricultural productivity in Bangladesh by promoting the <u>diversification</u> of production (e.g. crop, fisheries, livestock and forestry).	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of enhancing agricultural productivity in Bangladesh by promoting the <u>intensification</u> of production (i.e. crop, fisheries, livestock and forestry).	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of enhancing the sustainability of production in Bangladesh through promotion of <u>improved management of natural resources</u> .	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of improving <u>market linkages</u> in the food system in Bangladesh.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of improving <u>value addition</u> in the food system in Bangladesh.	☐	☐	☐	☐	☐	☐	☐

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated priority of improving <u>quality and safety</u> of the food system in Bangladesh.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of establishing pluralistic extension system in Bangladesh.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of increasing resilience of communities in Bangladesh to withstand <u>natural disasters</u> .	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated goal of increasing resilience of communities in Bangladesh to withstand <u>health threats</u> (e.g. animal health, food borne illnesses - including zoonose).	☐	☐	☐	☐	☐	☐	☐

Contribution to Bangladesh's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of FAO is contributing to Bangladesh's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about FAO's activities in Bangladesh.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO contributes to results that support the achievement of national priorities.	☐	☐	☐	☐	☐	☐	☐
FAO is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	☐	☐	☐	☐	☐	☐	☐
FAO programming has resulted in positive benefits for Bangladesh.	☐	☐	☐	☐	☐	☐	☐

Achievement of results in Cambodia

We would like to ask you some questions on the extent to which FAO is demonstrating progress towards its stated priorities in Cambodia. In thinking about these questions, please consider all that you know about FAO's activities in the country (as highlighted in FAO's National Medium Term Priority Framework (NMTPF) 2011-2015 developed for Cambodia).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated priority of improving sustainable agricultural productivity for smallholder farmers in Cambodia.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of improving consumer protection (i.e. food safety) in Cambodia.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of improving market access for agricultural and related products in Cambodia.	☐	☐	☐	☐	☐	☐	☐

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated priority of improving food and nutrition security in Cambodia.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of improving natural resource management (e.g. in forestry, fishery, soil, water) in Cambodia.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of strengthening national capacities for climate change mitigation and adaptation measures in Cambodia.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of enhancing capacity for emergency preparedness and disaster risk management in the event of food and agricultural crises in Cambodia.	☐	☐	☐	☐	☐	☐	☐

Contribution to Cambodia's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of FAO is contributing to Cambodia's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about FAO's activities in Cambodia.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO contributes to development results that support the achievement of national priorities.	☐	☐	☐	☐	☐	☐	☐
FAO is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	☐	☐	☐	☐	☐	☐	☐
FAO programming has resulted in positive benefits for Cambodia.	☐	☐	☐	☐	☐	☐	☐

Achievement of results in the Democratic Republic of Congo (DRC)

We would like to ask you some questions on the extent to which FAO is demonstrating progress towards its stated priorities in the DRC. In thinking about these questions, please consider all that you know about FAO's activities in the country (as highlighted in FAO's Country Programming Framework (CPF) 2013-2018 and National Medium Term Priority Framework (NMTPF) 2011-2015 developed for the DRC).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated priority of improving governance of agricultural, rural development, and natural resources sectors in the DRC.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of improving management of humanitarian crises in the DRC.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of developing value chains for <u>crop</u> in the DRC.	☐	☐	☐	☐	☐	☐	☐

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated priority of developing value chains for <u>livestock</u> in the DRC.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of developing value chains for <u>fisheries</u> in the DRC.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of protecting the environment in the DRC.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of fighting climate change in the DRC.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of developing assessments of food security needs of the population in the DRC.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of developing responses to assist populations in post-conflict areas and after natural disasters in the DRC.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of improving the resilience of communities in the DRC.	☐	☐	☐	☐	☐	☐	☐

Contribution to the Democratic Republic of Congo's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of FAO is contributing to the DRC's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about FAO's activities in the DRC.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO contributes to results that support the achievement of national priorities.	☐	☐	☐	☐	☐	☐	☐
FAO is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	☐	☐	☐	☐	☐	☐	☐
FAO programming has resulted in positive benefits for the DRC.	☐	☐	☐	☐	☐	☐	☐

Achievement of results in Ecuador

We would like to ask you some questions on the extent to which FAO is demonstrating progress towards its stated priorities in Ecuador. In thinking about these questions, please consider all that you know about FAO's activities in the country (as highlighted in FAO's National Medium Term Priority Framework (NMTPF) 2009-2012 and 2013-2017 developed for Ecuador).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated priority of supporting the <u>formulation</u> of the rural development strategy in Ecuador.	☐	☐	☐	☐	☐	☐	☐

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated priority of supporting the <u>implementation</u> of the rural development strategy in Ecuador.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of supporting the <u>formulation</u> of the food security and sovereignty strategy in Ecuador.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of supporting the <u>implementation</u> of the food security and sovereignty strategy in Ecuador.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of modernizing the food safety system in Ecuador.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of supporting the implementation of the fishery and aquaculture development plan in Ecuador.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of providing assistance for the implementation of a sustainable forest development strategy in Ecuador.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of protecting biodiversity and agro-biodiversity in Ecuador.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of supporting risk management in the agricultural sector in Ecuador.	☐	☐	☐	☐	☐	☐	☐

Contribution to Ecuador's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of FAO is contributing to Ecuador's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about FAO's activities in Ecuador.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO contributes to development results that support the achievement of national priorities.	☐	☐	☐	☐	☐	☐	☐
FAO is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	☐	☐	☐	☐	☐	☐	☐
FAO programming has resulted in positive benefits for Ecuador.	☐	☐	☐	☐	☐	☐	☐

Achievement of results in Kenya

We would like to ask you some questions on the extent to which FAO is demonstrating progress towards its stated priorities in Kenya. In thinking about these questions, please consider all that you know about FAO's activities in the country (as highlighted in FAO's Country Programming Framework (CPF) 2013-2017 and National Medium Term Priority Framework (NMTPF) 2009-2013 developed for Kenya).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated priority of influencing the development of a policy environment that enables equitable agricultural growth in Kenya.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of aligning donors and investor funding to defined government priorities in Kenya.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of increasing the <u>agricultural productivity</u> of medium- and small-scale producers in Kenya.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of increasing <u>competitiveness</u> of medium- and small-scale producers in Kenya.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of increasing <u>market access</u> for medium, small scale and pastoral producers in Kenya.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of improving management of privately owned natural resources in Kenya.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of improving management of common natural resources in Kenya.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of improving livelihood resilience of targeted populations in Kenya.	☐	☐	☐	☐	☐	☐	☐

Contribution to Kenya's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of FAO is contributing to Kenya's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about FAO's activities in Kenya.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO contributes to results that support the achievement of national priorities.	☐	☐	☐	☐	☐	☐	☐
FAO is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	☐	☐	☐	☐	☐	☐	☐
FAO programming has resulted in positive benefits for Kenya.	☐	☐	☐	☐	☐	☐	☐

Achievement of results in Tanzania

We would like to ask you some questions on the extent to which FAO is demonstrating progress towards its planned development results in Tanzania. In thinking about these questions, please consider all that you know about FAO's activities in the country.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has demonstrated progress towards its stated priority of enhancing the use of forest assessments in Tanzania.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of enhancing natural resources management in Tanzania.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of introducing good agricultural practices in Tanzania.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of supporting farming as a business approach in Tanzania.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of enhancing control of plant and animal diseases in Tanzania.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of enhancing production of disease-free planting material in Tanzania.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of supporting agricultural sector development planning in Tanzania.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of supporting national planning processes through its role in development partners coordinating mechanisms.	☐	☐	☐	☐	☐	☐	☐
FAO has demonstrated progress towards its stated priority of supporting fisheries development in Tanzania.	☐	☐	☐	☐	☐	☐	☐

Contribution to Tanzania's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of FAO is contributing to Tanzania's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about FAO's activities in Tanzania.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO contributes to development results that support the achievement of national priorities.	☐	☐	☐	☐	☐	☐	☐
FAO is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	☐	☐	☐	☐	☐	☐	☐
FAO programming has resulted in positive benefits for Tanzania.	☐	☐	☐	☐	☐	☐	☐

Relevance

We would like to ask you some questions about the extent to which the objectives and programme of work of FAO are relevant at the global and national levels. In thinking about these questions, please consider all that you know about FAO's ability to meet priority stakeholders' needs and pursue relevant results.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO is pursuing results in areas within its mandate.	☐	☐	☐	☐	☐	☐	☐
FAO's results are in line with global trends and priorities in the development and/or humanitarian field.	☐	☐	☐	☐	☐	☐	☐
FAO's results respond to the needs/priorities of its target group (beneficiaries).	☐	☐	☐	☐	☐	☐	☐
FAO adapts its work to the changing needs and priorities of the country.	☐	☐	☐	☐	☐	☐	☐

Is there anything you would like to say about FAO's progress towards its stated results and/or its relevance? This could be anything related to the statements you have rated, or anything else you would like us to know.

- (1) Yes, please type your answer into the box below:
- (2) No

Organizational effectiveness

We would now like to ask you some questions regarding specific aspects of FAO's organisational effectiveness. In thinking about these questions, please consider all that you know about FAO.

Performance areas

You will see a series of statements that describe the practices, systems or behaviours in any multilateral organisation. Please rate how you consider FAO performs in these areas using the six-point scale described below, which ranges from "very weak" to "very strong". The scale will remain the same for all statements pertaining to FAO's organisational effectiveness.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

- 1 - Very weak = FAO does not have this practice, behaviour or system in place and this is a source of concern.
- 2 - Weak = FAO has this practice, behaviour or system in place but there are important deficiencies.
- 3 - Inadequate = FAO's practice, behaviour or system in this area has deficiencies that make it less than acceptable.
- 4 - Adequate = FAO's practice, behaviour or system is acceptable in this area.
- 5 - Strong = FAO's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.
- 6 - Very strong = FAO's practice, behaviour or system is "best practice" in this area.

The statements are divided into four performance areas: strategic management, operational management, relationship management and knowledge management.

Strategic management

We would like to obtain your views on specific aspects of FAO's strategic management.

Providing direction for the achievement of results

To start with, we would like to ask you some questions on FAO's ability to provide direction for the achievement of results. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO's institutional culture reinforces a focus on results.	☐	☐	☐	☐	☐	☐	☐
FAO's senior management shows leadership on results management. (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐
FAO applies results-based management in its work. (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐

DEFINITION:

Results management = Also known as management for results or results-based management (RBM), it consists in managing and implementing aid in a way that focuses on the desired results and uses performance information to improve decision-making.

Organisation-wide strategy

Thinking about strategic management, but focusing on organisation-wide strategies, how do you think FAO performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has a clear mandate.	☐	☐	☐	☐	☐	☐	☐
FAO's organisation-wide strategy is aligned with its mandate. (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐

DEFINITION:

Strategy = High level document that guides and directs the operations of the multilateral organisation.

Cross-cutting priorities

We would like you to think about how FAO approaches 'cross-cutting' thematic priorities identified by FAO and/or considered important by MOPAN. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO sufficiently mainstreams gender equality in its work. (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐
FAO sufficiently promotes sustainable management of natural resources in its work.	☐	☐	☐	☐	☐	☐	☐
FAO sufficiently promotes the principles of good governance in its work.	☐	☐	☐	☐	☐	☐	☐
FAO sufficiently promotes the right to food in its work.	☐	☐	☐	☐	☐	☐	☐

DEFINITION:

Mainstreaming = The horizontal and vertical integration of a topic so as to produce process-related and programmatic results

Country strategies

We would like to ask you about FAO's strategies in countries as highlighted in its Country Programming Framework (CPF) or National Medium Term Priority Framework (NMTPF). How do you think FAO performs in relation to the practices, systems or behaviours described in the following statement?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO consults with direct partners to develop its Country Programming Framework (CPF) or National Medium Term Priority Framework (NMTPF). (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐

DEFINITION:

Direct partners = Organisations who receive a direct transfer from the multilateral organisation (e.g. financial assistance, capacity building, policy advice, etc). Partners can be governmental (ministries, departments, agencies, etc.), non-governmental (associations, non-profits, co-operatives, institutes, etc.), academia, or private sector corporations.

Is there anything you would like to say about FAO's strategic management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- (1) Yes, please type your answer into the box below:
- (2) No

Operational management

We would like to know what you think about operational management within FAO.

Financial resources management

We would first like to ask you some questions about FAO's financial resources management. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO makes readily available its criteria for allocating resources.	☐	☐	☐	☐	☐	☐	☐
FAO allocates resources according to the criteria mentioned above.	☐	☐	☐	☐	☐	☐	☐
FAO is adopting measures to make its funding more predictable. (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐
FAO provides its funding to countries and other partners according to schedule. (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐
FAO sufficiently links its budget to expected results.	☐	☐	☐	☐	☐	☐	☐
FAO's reports on results include the expenditures that are linked to achievement of those results.	☐	☐	☐	☐	☐	☐	☐
FAO's internal audits provide credible information to its management/governing bodies.	☐	☐	☐	☐	☐	☐	☐
FAO implements its policy on anti-corruption.	☐	☐	☐	☐	☐	☐	☐

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO quickly follows up on financial irregularities identified in audits, including suspicion or allegations of corruption and fraud.	☐	☐	☐	☐	☐	☐	☐
FAO's procurement procedures provide effective control on purchases of goods and services.	☐	☐	☐	☐	☐	☐	☐

DEFINITION:

Funding = Official development assistance (ODA) component of FAO assessed contributions and voluntary contributions

Performance management

We would like you to think about FAO's performance management, i.e. the way FAO manages the performance of its operations. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO uses performance information to revise organisational policies and strategies.	☐	☐	☐	☐	☐	☐	☐
FAO uses information on the performance of its projects/programmes to plan new areas of cooperation at the country level.	☐	☐	☐	☐	☐	☐	☐
FAO regularly identifies poorly performing programmes and projects.	☐	☐	☐	☐	☐	☐	☐
FAO proactively addresses performance issues identified in poorly performing programmes and projects.	☐	☐	☐	☐	☐	☐	☐
FAO appropriately tracks the implementation of evaluation recommendations reported to its Governing Bodies.	☐	☐	☐	☐	☐	☐	☐

Human resources management

We would like you to think about the way that FAO manages its human resources. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO uses information on staff performance to make human resource decisions.	☐	☐	☐	☐	☐	☐	☐
FAO uses a transparent system to manage staff performance.	☐	☐	☐	☐	☐	☐	☐

Portfolio management

We would like you to think about FAO's portfolio management. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO's country office staffing is sufficient for maintaining effective partnerships at country level.	☐	☐	☐	☐	☐	☐	☐
FAO country offices have sufficient delegated authority to make decisions on aid reallocation at a country level.	☐	☐	☐	☐	☐	☐	☐
FAO can approve funding for new areas of cooperation locally.	☐	☐	☐	☐	☐	☐	☐

Work in emergencies

We would now like you to think about FAO's practices and systems to work in emergencies. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO has effective practices in place for emergency preparedness (i.e. early warning, food security analysis, contingency planning).	☐	☐	☐	☐	☐	☐	☐
FAO has effective practices in place for early recovery following an emergency.	☐	☐	☐	☐	☐	☐	☐
FAO respects humanitarian principles while working in emergencies.	☐	☐	☐	☐	☐	☐	☐

Before moving on to the next section, is there anything you would like to say about FAO's operational management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- (1) Yes, please type your answer into the box below:
- (2) No

Relationship management

We would like to obtain your views on specific aspects of FAO's relationship management.

Ownership

We would like you to consider the extent to which FAO promotes national ownership through its work. According to what you know about the organisation, how do you think FAO performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO funds proposals designed and developed by the national government or other direct partners.	☐	☐	☐	☐	☐	☐	☐
FAO's country programming frameworks are aligned with national development strategies. (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐
FAO uses procedures that can be easily understood and followed by its partners.	☐	☐	☐	☐	☐	☐	☐

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
The length of time it takes to complete FAO procedures does not affect implementation.	☐	☐	☐	☐	☐	☐	☐
FAO adjusts its work in the country quickly, to respond to changing circumstances.	☐	☐	☐	☐	☐	☐	☐
FAO flexibly adjusts its implementation of individual projects/programmes as learning occurs.	☐	☐	☐	☐	☐	☐	☐

DEFINITION:

National development strategies = National development strategies are plans or strategies that set out the country's national development priorities.

Alignment

We would like you to think about the extent to which FAO aligns its work with that of its partners. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO sufficiently uses country systems (financial and non-financial) in its work with partners.	☐	☐	☐	☐	☐	☐	☐
FAO participates in mutual assessments of progress in implementing agreed commitments with national partners (government and civil society).	☐	☐	☐	☐	☐	☐	☐
FAO provides valuable inputs to policy dialogue.	☐	☐	☐	☐	☐	☐	☐
FAO respects the views of partners when it undertakes policy dialogue.	☐	☐	☐	☐	☐	☐	☐

Harmonisation of procedures and arrangements with partners

We would like to ask you questions on the extent to which FAO harmonises its work with that of its partners. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO sufficiently coordinates planning, programming, monitoring and reporting with bilateral and multilateral partners.	☐	☐	☐	☐	☐	☐	☐
FAO sufficiently builds on the initiatives of other actors to avoid duplication.	☐	☐	☐	☐	☐	☐	☐
FAO's work reflects its particular area of comparative advantage.	☐	☐	☐	☐	☐	☐	☐
FAO contributes to inter-agency plans and appeals (e.g. consolidated appeals and annual programming exercises) in a timely fashion.	☐	☐	☐	☐	☐	☐	☐

Participation in the cluster system

According to what you know about FAO's participation in the **cluster system**, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements? (SEE DEFINITION BELOW)

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
As cluster lead or co-lead, FAO dedicates sufficient analytical resources in support of advocacy for affected population. (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐
As cluster lead or co-lead, FAO provides dedicated senior staff for coordination of the cluster. (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐
As cluster lead or co-lead, FAO ensures that pertinent information is circulated within the cluster. (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐
As cluster lead or co-lead, FAO generates reliable forecasts of financial need for the cluster. (SEE DEFINITION BELOW)	☐	☐	☐	☐	☐	☐	☐

DEFINITIONS:

Cluster system = Clusters are groups of humanitarian organisations (UN and non-UN) working in the main sectors of humanitarian action, such as food security, shelter and health. They are created when clear humanitarian needs exist within a sector, when there are numerous actors within this sector and when national authorities need coordination support. Clusters provide a clear point of contact and are accountable for adequate and appropriate humanitarian assistance. They create partnerships between international humanitarian actors, national and local authorities, and civil society.

Cluster lead or co-lead = All clusters have focal points, known as cluster lead agencies, which operate at the global and country level. In specific countries, cluster leads serve as the main contact for government and the Humanitarian or Resident Coordinator. They ensure that humanitarian activities are coordinated and make a difference to people in need. They also act as a provider of last resort in their respective sector. FAO is often lead or co-lead of the food security cluster in countries.

Before moving on to the next section, is there anything you would like to mention about FAO's relationship management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- (_1) Yes, please type your answer into the box below:
- (_2) No

Knowledge management

In this last section, we would like to ask you about knowledge management within FAO.

Performance evaluation

First, we would like to ask you about performance evaluation within the organisation. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO ensures the independence of its evaluation unit.	☐	☐	☐	☐	☐	☐	☐
FAO uses evaluation findings in its decisions on programming, policy and strategy.	☐	☐	☐	☐	☐	☐	☐
FAO involves key partners in evaluations of its projects or programmes.	☐	☐	☐	☐	☐	☐	☐

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO involves key beneficiaries in evaluations of its projects or programmes.	☐	☐	☐	☐	☐	☐	☐

Performance reporting

Now please consider performance reporting within FAO. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO's reporting against its organisational strategy is useful.	☐	☐	☐	☐	☐	☐	☐
FAO reports to its Governing Bodies provide clear measures of contributions to outcomes.	☐	☐	☐	☐	☐	☐	☐
FAO reports appropriately against its country strategies.	☐	☐	☐	☐	☐	☐	☐

Dissemination of lessons learned

We would like you to think about how FAO disseminates lessons learned. According to what you know about FAO, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
FAO provides opportunities at all levels of the organisation to share lessons from practical experience.	☐	☐	☐	☐	☐	☐	☐
FAO facilitates the exchange of knowledge in the area of agriculture and food and nutrition security.	☐	☐	☐	☐	☐	☐	☐

Is there anything you would like to mention regarding FAO's knowledge management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- (_1) Yes, please type your answer into the box below:
- (_2) No

Background questions

What MOPAN member country do you work for?

- (_1) Australia
- (_2) Austria
- (_3) Belgium
- (_4) Canada
- (_5) Denmark
- (_6) Finland
- (_7) France
- (_8) Germany
- (_9) Ireland
- (_10) Luxembourg
- (_11) Republic of Korea
- (_12) The Netherlands
- (_13) Norway
- (_14) Spain
- (_15) Sweden
- (_16) Switzerland
- (_17) United Kingdom
- (_18) United States

What type of organisation do you work for? Choose the one that **best** describes your organisation:

- (_1) MOPAN member organisation, based in offices in the MOPAN country

- (_2) MOPAN member organisation, based in the permanent mission or executive board office of the multilateral organisation
- (_3) Other:

What type of organisation do you work for? Choose the one that **best** describes your organisation:

- (_1) MOPAN member organisation, based in country/regional offices (including embassies)
- (_2) Other:

What type of organisation do you work for? Choose the one that **best** describes your organisation:

- (_1) National parliament or legislature
- (_2) Government - line ministry
- (_3) Government - ministry of finance/statistics/planning/economics
- (_4) Government - other
- (_5) NGO or other civil society organisation
- (_6) International non-governmental organisation (INGO)
- (_7) Academic institution
- (_8) Private sector corporation
- (_9) Other:

What type of organisation do you work for? Choose the one that **best** describes your organisation:

- (_1) Multilateral organisation
- (_2) International/regional financial institution
- (_3) International non-governmental organisation (INGO)
- (_4) Other:

What type of organisation do you work for? Choose the one that **best** describes your organisation:

- (_1) Agricultural/food security foundation/funding agency
- (_2) Agricultural/food security NGO/network
- (_3) Research for development organisation/think tank
- (_4) Academic institute
- (_5) Other:

What is the primary geographic focus of your organisation's work? Choose the one that **best** describes your organisation:

- (_1) International/global
- (_2) Regional
- (_3) Other:

How would you define your level of seniority within the organisation? Choose the one that **best** describes your position:

- (_1) Senior-level professional
- (_2) Mid-level professional
- (_3) Junior professional

You have now answered the last question. Once you click 'Next' you cannot go back and edit your answers.

Thank you very much for sharing your insights and taking the time to answer this survey, which aims to improve dialogue on the organisational learning and effectiveness of multilateral organisations.

Appendix III List of interviewees at headquarters, in regional and sub regional offices, and in country offices

Headquarters interviewees

Name	Title	Division
Aleksandra Zamberlin	Policy Officer - Programme Officer - Economist	Office of Support to Decentralization (OSD)
Alexander Jones	Chief	Donor Liaison and Resource Mobilization Team
Andrew Nadeau	Senior Capacity Development Officer	Office of Partnerships, Gender, Advocacy and Capacity Development (OPC)
Ann Lartey	Director	Land and Water Division (NRL), Natural Resources Management and Environment Department
Anthony Barrow	Senior Strategy and Planning Officer	Office of Strategy, Planning and Resources Management
CharlottaOqvist	Senior Programme Coordinator	Corporate Services, Human Resources and Finance Department
Daniel Gustafson	Deputy Director-General for Operations (DDO)	Office of the DDO
Dario Gilmozzi	Senior Programme Officer	Office of Support to Decentralization (OSD)
David Hallam	Director	Trade and Market Division (EST)
Denis Aitken	Assistant Director-General	Human Resources and Finance Department
Dominique Burgeon	Director	Emergency and Rehabilitation Division (TCE)
Eduardo Mansur	Director	Forest Assessment, Management and Conservation Division Forestry Department
Frances Harper	Deputy Statistician	Office of Strategy, Planning and Resources Management (OSP), Department for International Development
Friedrich Lincke	Senior Auditor, Field and Emergency Operations Audit	Office of the Inspector General (OIG)
Gustavo Merino	Director	Dirección del Centro de Inversiones (TCI)
Guy Evers	Deputy Director	Investment Centre (TCI), Technical Cooperation Department (TC)
Halka Otto	Senior Advisor	Office of the DDN
Helene Jasinski	Chief	Learning, Performance and Development Branch
Jamie Morrison	Senior Officer	Trade and Market Division

Name	Title	Division
Jean Balié	Senior Economist – Project manager	Monitoring African Food and Agricultural Policies (MAFAP), Agricultural Development Economic Division (ESA)
Jeff Tschirley	Chief of the Rehabilitation and Humanitarian Policies Unit	Emergency and Rehabilitation Division (TCE)
John Anthony Fitzsimon	Inspector General	Office of the Inspector General (OIG)
John Latham	Senior Land and Water Officer (Geospatial Systems)	Land and Water Division (NRL), Natural Resources Management and Environment Department
Jomo Kwame Sundaram	Assistant Director-General (Coordinator for Economic and Social Development)	Office of the ES
Jongjin Kim	Director	South-South and Resources Mobilization Division (TCS), Technical Cooperation Department (TC)
Juan Carlos Garcia Cebolla	Team Leader – Right to Food	Agricultural Development Economic Division (ESA)
Juan Lubroth	Chief Veterinarian	Animal Production and Health Division
Kostas Stamoulis	Director Coordinator SO1	Agricultural Development Economics Division (ESA)
Laurent Thomas	Assistant Director-General for Technical Cooperation	Technical Consultation on Decentralization (TCD)
Maria Helena Semedo	Deputy Director-General (Coordinator for Natural Resources)	Office of the DDN
Mark McGuire	Economist	Economic and Social Development Department (ESD)
Mina Dowlatchahi	Deputy Director	Office of Strategy, Planning and Resources Management (OSP)
Mark Smulders	Senior Economist	Agricultural Development Economic Division (ESA), Economic and Social Development Department (ESD)
MeshackMalo	Advisor	Office of the DDN
Michael Clark	Special adviser on International Governance	Economic and Social Development Department (ESD)
Monika Altmaier	Director	Office of Human Resources
Pablo Fonte	Senior Investigator	Office of the Inspector General
Ren Wang	Assistant Director General	Agriculture and Consumer Protection (AGD)
Richard Trenchard	Senior Advisor	Office of the DDO
Rob Vos	Director Social Protection Division (ESP) Coordinator SO3	Economics and Social Development Department
Rodrigue Vinet	Senior Project Coordinator	Office of Support to Decentralization (OSD)
Stephen Katz	Senior Coordinator (Statistics Governance)	Statistics Division, Economic And Social Development Department
Terence Mwangi		Office of Strategy, Planning and Resources Management (OSP)

Name	Title	Division
Tony Barrow	Project Leader	Office of Strategy, Planning and Resources Management (OSP)
Tullia Aiazzi	Senior Evaluation Officer	Office of Evaluation
Vasily Popov		Office of Strategy, Planning and Resources Management (OSP)
Yuriko Shoji	Director	Office of Support to Decentralization (OSD)

Regional/Sub regional office interviewees

Name	Title	Region
BukarTijani	Assistant Director-General/Regional Representative	Regional Office for Africa (RAF)
Dan Rugabira	Subregional Coordinator for Central Africa (SFC)	Subregional Office for Central Africa (SFC)
David Phiri	Subregional Coordinator for Southern Africa	Subregional Office for Southern Africa (SFS)
Hiroyuki Konuma	Assistant Director-General/Regional Representative	Regional Office For Asia and the Pacific (RAP)
Raul Benitez	Assistant Director-General/Regional Representative	Regional Office for Latin America and the Caribbean (RLC)

Country office interviewees

Name	Title	Country
Mike Robson	FAO Representative	Bangladesh
Etienne Careme	Operation Coordinator	Cambodia
Kosal Oum	Assistant FAO Representative (Programme)	Cambodia
Nina Brandstrup	FAO Representative	Cambodia
Michel Disonama	Assistant FAO Representative (Programme)	DRC
Ndiaga Gueye	FAO Representative	DRC
Serge Tissot	Deputy FAO Representative	DRC
Jorge Samaniego	Assistant Representative Programme	Ecuador
Pedro Peña	FAO Representative	Ecuador
Vanessa Caceres	Assistant Representative Administration	Ecuador
Luca Alinovi	FAO Representative	Kenya
Diana Tempelman	FAO Representative	Tanzania

Appendix IV Organisational effectiveness: Document review ratings, criteria and key documents consulted by KPI and MI

PERFORMANCE AREA I – STRATEGIC MANAGEMENT

KPI1.The MO provides direction for the achievement of development results

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 1.3 The MO ensures application of an organisation-wide policy on results management.	1. An organisation-wide policy, strategy, framework, or plan that describes the nature and role of results based management (RBM) and/or management for development results (MfDR) in the organisation is corporately approved (alternatively, the approach to RBM/MfDR may be described in the context of a strategic plan and further operationalised through other documents).	Met	FAO Conference. (2008 [01]). <i>Follow-up to the independent external evaluation of FAO - Resolution 1/2008 and Immediate Plan of Action for FAO Renewal</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/IEE/Resolution_IPAEnglish.pdf FAO Programme Committee/Finance Committee. (2013 [02]). <i>Report on structure and functioning of decentralized offices network (JM 2013.2/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi568e.pdf FAO Programme Committee. (2012 [03]). <i>Follow-up report to the Strategic Evaluation of FAO Country Programming (PC 112/5)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/me868e.pdf FAO Programme Committee/Finance Committee. (2011 [04]). <i>Mid-term Review Synthesis Report – 2010 (of the Programme of Work and Budget 2010-11) (PC 106/7 - FC 138/6)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/021/ma403e.pdf FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf
	2. The MO has guidelines on RBM/MfDR, either in hard copies or online.	Met	FAO Finance Committee. (2013 [01]). <i>Progress Report on Implementation of the External Auditor's Recommendations (FC 151/14)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi454E.pdf FAO. (2013 [34]). <i>Results-Based Monitoring and Reporting System Guidelines 2012-13 Biennium</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2012 [01]). <i>Guide to the Project Cycle: Quality for Results</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap105e/ap105e.pdf FAO. (2012 [03]). <i>A Guide to the formulation of the Country Programming Framework (CPF)</i>. Rome: Food and

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/TC/CPF/Guidelines/CPFGuidelines.pdf
	3. The MO provides opportunities for capacity building of staff on RBM/MfDR.	Met	FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2012 [05]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Europe and Central Asia</i>. Rome: Food and Agriculture Organization of the United Nations . Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/REU%20Evaluation.zip FAO Office of Evaluation. (2011 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices in the Near East (PC 106/5 – FC 138/22)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/021/ma144e.pdf FAO Programme Committee. (2012 [03]). <i>Follow-up report to the Strategic Evaluation of FAO Country Programming (PC 112/5)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/me868e.pdf FAO. (2014 [22]). <i>E-learning Catalogue</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO
	4. There is evidence (e.g. in the policy itself, in the MO's general reform agenda, etc.) that the MO regularly reviews the implementation of its policy on RBM/MfDR.	Met	FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO Conference. (2013 [02]). <i>Web Annex VIII - IPA Benefits Information in original IPA sequence/format (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/c2013_26_annex-viii.pdf FAO Conference. (2013 [03]). <i>Web Annex IX: Status of IPA Actions in original IPA sequence/format (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/c2013_26_annex-ix.pdf FAO Council. (2012 [01]). <i>Immediate Plan of Action – IPA annual report for 2011 and direction for 2012 (CL 144/10)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md535e.pdf Mannet. (2012 [01]). <i>Assessment of the IPA Programme-A Way Forward (CL 144/10 Web Annex)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md535e_WebAnnex_01.pdf FAO Conference. (2011 [03]). <i>Report of the CoC-IEE to the Conference on the Immediate Plan of Action for FAO Renewal (C 2011/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/022/mb134e.pdf FAO Conference. (2009 [02]). <i>Report of the CoC-IEE to the FAO Conference on the Immediate Plan of Action for FAO renewal</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://www.fao.org/uploads/media/K6353-CoC-IEE%20Report%20to%20Conference%20Final.pdf FAO. (2013 [26]). <i>Implementation arrangements - matrix management. Information Note no.5. Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C2013/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg727e.pdf
	5. There is evidence that the MO is ensuring application of RBM/MfDR in practice.	Not met	FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor(C 2013/5 B)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO Council. (2012 [07]). <i>Transformational Changes in the 2012-13 Biennium (CL 145/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/me906e.pdf FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i> . Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/en/
Overall Score MI 1.3		Strong (5)	

KPI 2.The MO's corporate/organisation-wide strategies are clearly focused on the mandate

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 2.1 The MO's corporate/organisation-wide strategy is based on a clear definition of mandate.	1. The necessary periodic revisions of the MO mandate/mission statement are made so it has continuing relevance.	Met	FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO. (n.d. [22]). <i>Global Trends and Future Challenges for the Work of the Organization. Web Annex</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/gt_webannex_rc2012.pdf FAO Council. (2012 [02]). <i>FAO's Attributes, Core Functions and Comparative Advantages Web Annex (CL 144/14)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md881e01.pdf FAO Conference. (2007 [01]). <i>Report of the Independent External Evaluation of the Food and Agriculture Organization of the United Nations (C 2007/7A.1-Rev.1)</i> . Rome: Food and Agriculture Organization of the

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/012/k0827erev1.pdf FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf
	2. The organisational strategic plan articulates goals & focus priorities.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf
	3. The organisational strategic plan gives a clear indication of how the MO will implement the mandate in a certain period.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf FAO Conference. (2013 [07]). <i>Annex XII: Strategic Objectives Action Plans</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e01.pdf
	4. There is evidence that the organisational strategic plan is monitored to ensure it is focused on the MO's mandate.	Met	FAO. (2013 [35]). <i>Review of strategic planning in the United Nations system organizations (JIU/REP/2012/12) (CL 148/INF/9)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Progr_Comm/PC_114-documents/MI609_CL_148_INF_9_English.pdf
	5. There is evidence that any discrepancy between the organisational strategic plan and the MO's mandate has been addressed (i.e. the organisational strategic plan and the mandate have been realigned).	Met	FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO. (n.d. [22]). <i>Global Trends and Future Challenges for the Work of the Organization. Web Annex</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/gt_webannex_rc2012.pdf FAO Council. (2012 [02]). <i>FAO's Attributes, Core Functions and Comparative Advantages Web Annex (CL 144/14)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md881e01.pdf FAO Conference. (2007 [01]). <i>Report of the Independent External Evaluation of the Food and Agriculture Organization of the United Nations (C 2007/7A.1-Rev.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/012/k0827erev1.pdf FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf
Overall Score MI 2.1		Very Strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 2.2 The MO aligns its strategic plan to the quadrennial comprehensive policy review (QCPR) guidance and priorities.	1. The MO refers to QCPR directives and their implications for strategy and operations (in strategy or other policy documents).	Met	FAO. (2013 [35]). <i>Review of strategic planning in the United Nations system organizations (JIU/REP/2012/12) (CL 148/INF/9)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Progr_Comm/PC_114-documents/MI609_CL_148_INF_9_English.pdf UN Economic and Social Council. (2013 [01]). <i>Implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (E/2013/94)</i>. Geneva: United Nations. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=E/2013/94 FAO Conference. (2013 [08]). <i>Interim Report on the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities for Development of the United Nations System (C 2013/28)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg373e.pdf
	2. The most recent strategic plan adopts directives of the QCPR or mid-term reviews of strategies recommend ways of aligning with QCPR in cases when strategy cycle is not aligned with QCPR.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf
	3. The strategic plan DRF and MRF reflect elements of the QCPR.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf FAO Council. (2013 [04]). <i>Adjustments to the Programme of Work and Budget 2014-15 (CL 148/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/MI542E.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	4. At least half of the new country strategies sampled reference QCPR directives.	Met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO FAO. (2012 [01]). <i>Guide to the Project Cycle: Quality for Results</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap105e/ap105e.pdf FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i>. Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO.
	5. There is evidence of progress in implementing QCPR resolutions.	Met	FAO Conference. (2013 [13]). <i>Report of the Conference of FAO Thirty-eighth Session (C 2013/REP)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mh093e.pdf. p.10 UN General Assembly Economic and Social Council. (2014 [01]). <i>Implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. Report of the Secretary-General</i>. Geneva: United Nations. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=E/2014/10
Overall Score MI 2.2		Very strong (6)	

KPI 3.The MO's corporate/organisation-wide strategies are results-focused

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 3.1 Results frameworks have causal links from outputs through to outcomes and impact.	1. At least one organisation-wide level results framework (i.e. MRF and/or DRF) exists, either contained within the strategic plan or as a separate document which is	Met	FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf FAO Conference. (2013 [07]). <i>Annex XII: Strategic Objectives Action Plans</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e01.pdf FAO Council. (2013 [04]). <i>Adjustments to the Programme of Work and Budget 2014-15 (CL 148/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	referred to by the strategic plan.		http://www.fao.org/docrep/meeting/029/MI542E.pdf FAO Council. (2013 [05]). <i>Annex 5: Results Framework - MTP 2014-17 / PWB 2014-15 (CL 148/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/MI542E_Annex5.pdf FAO Conference. (2013 [12]). <i>Verbatim Records of Meetings of Commission II (C 2013/III/PV)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi433t.pdf
	2. The DRF contains both statements of outputs and expected outcomes appropriate to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually outcomes).	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf
	3. There is either an <i>implicit or explicit</i> description in the DRF (or in the strategic plan) of the results chain – that is, how the outputs in the results framework(s) are linked to the expected outcomes.	Met	FAO Office of the Inspector General. (2013 [01]). <i>Annual Report 2012</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/36706-085feb2f3c70c2922477c9622c21eecf5.pdf FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011 Part B - Report of the External Auditor (C 2013/5 B)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO Finance Committee. (2013 [01]). <i>Progress Report on Implementation of the External Auditor's Recommendations (FC 151/14)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi454E.pdf FAO Conference. (2013 [07]). <i>Annex XII: Strategic Objectives Action Plans</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e01.pdf FAO Office of Evaluation. (2014 [03]). <i>Evaluation of FAO's Role in Support of Crop Production, Final Report</i> . Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/about/how-we-work/evaluation/documents-and-reports/en/?page=3&ipp=10&tx_dynalist_pi1%5Bpar%5D=YToxOntzOjE6IkwiO3M6MToiMCI7fQ%3D%3D FAO. (2013 [26]). <i>Information Note no.5. C2013/3 - Medium Term Plan 2014-17 and Programme of Work and</i>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			<i>Budget 2014-15</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg727e.pdf FAO Conference. (2013 [12]). <i>Verbatim Records of Meetings of Commission II (C 2013/II/PV)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi433t.pdf FAO. (2013 [27]). <i>Guidance note on preparation of operational work plans for strategic objectives in 2014-2015</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [26]). <i>Implementation arrangements - matrix management. Information Note no.5. Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg727e.pdf
	4. In the DRF, there is a clear and logical progression from outcomes to impact.	Met	FAO Conference. (2013 [07]). <i>Annex XII: Strategic Objectives Action Plans</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e01.pdf
	5. All above criteria are met in both a management results framework and programme results framework.	Not met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf
Overall Score MI 3.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 3.2 Standard performance indicators included in organisation-wide plans and strategies at a delivery (output)	1. In the development results framework, few of the performance indicators at the outcome level and output level are SMART.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf FAO. (2014 [51]). <i>Strategic Results Framework - Methodological Notes - Output indicators S01 to S05</i>. Rome: Food and Agriculture Organization of the United Nations. FAO. (2013 [49]). <i>FAO's Corporate M&E Framework - Draft</i>. Rome: Food and Agriculture Organization of the United Nations
	2. In the DRF, some of	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i> . Rome: Food and Agriculture

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
and development results level.	the performance indicators at the outcome level and output level are SMART.		Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf
	3. In the DRF, most of the performance indicators at the outcome level and output level are SMART.	Met	FAO Conference. (2013 [05]). Reviewed Strategic Framework (C 2013/7). Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf
	4. In the DRF, all of the performance indicators at the outcome level and output level are SMART.	Not met	FAO Conference. (2013 [05]). Reviewed Strategic Framework (C 2013/7). Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf
	5. All above criteria are also met in the MRF.	Not met	FAO Conference. (2013 [05]). Reviewed Strategic Framework (C 2013/7). Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf
Overall Score MI 3.2		Adequate (4)	

KPI 4. The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.1 Gender equality	1. The organisation has a policy or strategic framework on the mainstreaming of gender or has clearly stated gender equality results as part of its organisational strategic plan.	Met	FAO. (2013 [02]). <i>FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/017/i3205e/i3205e.pdf FAO Office of Evaluation. (2011 [02]). <i>Evaluation of FAO's role and work related to Gender and Development</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Eval%20GaD%20Report%20Final_2011_ER.zip FAO Programme Committee. (2011 [01]). <i>Evaluation of FAO's role and work related to Gender and Development : Management Response (PC 108/5 Sup.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/PC%20108-

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			5Sup1 Eval%20GaD%20Report%20Final 2011 MR.pdf FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf FAO Conference. (2013 [07]). <i>Annex XII: Strategic Objectives Action Plans</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e01.pdf FAO. (n.d. [16]). <i>Gender in the Strategic Objectives</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (n.d. [17]). <i>Gender-Related Work in Strategic Objective 1</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (n.d. [18]). <i>Gender-Related Work in Strategic Objective 2</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (n.d. [19]). <i>Gender-Related Work in Strategic Objective 3</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (n.d. [20]). <i>Gender-Related Work in Strategic Objective 4</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (n.d. [21]). <i>Gender-Related Work in Strategic Objective 5</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2012 [01]). <i>Guide to the Project Cycle: Quality for Results</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap105e/ap105e.pdf
	2 . Country strategy/programming documents also articulate gender equality/mainstreaming as a priority. More than half of the country-level strategies and results frameworks sampled include results that integrate gender equality.	Met	FAO. (2013 [02]). <i>FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/017/i3205e/i3205e.pdf FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh CPF Final 22 May 2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam:

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Food and Agriculture Organizations of the United Nations. Provided by FAO FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i> . Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO.
	3. The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of gender.	Met	FAO. (2011 [07]). <i>Director-General's bulletin: FAO's Accountability for and Commitment to Gender Equality Work (2011/60)</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2013 [02]). <i>FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/017/i3205e/i3205e.pdf FAO. (2014 [21]). <i>FAO Gender Focal Point an Alternate List</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	4. There is evidence that the organisation has resourced its policy/strategy for gender mainstreaming (in terms of staffing, funding, and technical expertise).	Met	FAO. (2013 [02]). <i>FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/017/i3205e/i3205e.pdf FAO Conference. (2013 [13]). <i>Report of the Conference of FAO Thirty-eighth Session (C 2013/REP)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mh093e.pdf FAO Council. (2013 [04]). <i>Adjustments to the Programme of Work and Budget 2014-15 (CL 148/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/MI542E.pdf UN Women. (2013 [01]). <i>UN System-Wide Action Plan for Implementation of the CEB Policy on Gender Equality and the Empowerment of Women</i> . Geneva: United Nations. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP-Framework-Dec-2012.pdf FAO Office of Evaluation. (2013 [03]). <i>Guidelines for Quality Assurance of Gender Equality mainstreaming into FAO evaluations</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/OED_gender_quality_assurance_September_2013.docx FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/oed-search/en/ FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i> . Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/en/

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	5. There is evidence that the organisation monitors its progress in mainstreaming gender in order to take action to correct any identified issues.	Met	FAO Programme Committee. (2013 [02]). <i>Follow-up to the Evaluation of FAO's role and work related to gender and development: Validation Report (PC 114/5 Sup.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi829e.pdf FAO Office of Evaluation. (2014 [03]). <i>Evaluation of FAO's Role in Support of Crop Production, Final Report</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/about/how-we-work/evaluation/documents-and-reports/en/?page=3&ipp=10&tx_dynalist_pi1%5Bpar%5D=YToxOntzOjE6IkwiO3M6MToiMCI7fQ%3D%3D FAO Office of the Inspector General. (2014 [01]). <i>Annual Report 2013</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk203e.pdf FAO Office of Evaluation. (n.d. [14]). <i>Tools for Quality Assurance of OED evaluation terms of reference and reports</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from www.fao.org/.../oed/.../Evaluation.../OED_QA_tools_final_version.xlsx FAO Office of Evaluation. (2013 [03]). <i>Guidelines for Quality Assurance of Gender Equality mainstreaming into FAO evaluations</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/OED_gender_quality_assurance_September_2013.docx FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/en/ FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/oed-search/en/ FAO Programme Committee. (2013 [04]). <i>Evaluation of FAO's Regional and Subregional Offices for Europe and Central Asia - Management response (PC 113/3 Sup.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf581eSup1.pdf
	Overall Score MI 4.1	Adequate (4)	Even though all criteria were met, a number of evaluations have commented negatively on gender mainstreaming across the organisation and it will take time to ascertain that the recently instituted practices and systems lead to increased gender mainstreaming at FAO. Therefore, FAO is rated as adequate.

icro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.2 Environmental policy and environmental assessment practices	1. The organisation has a policy or strategic framework on the mainstreaming/promotion of environmental sustainability or has clearly stated environmental sustainability results as part of its organisational strategic plan.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf FAO. (2013 [30]). <i>Tackling Climate Change Through Livestock: A Global Assessment of Emissions and Mitigation Opportunities</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/018/i3437e/i3437e.pdf FAO. (2014 [28]). <i>FAO at Rio +20</i>. Retrieved July 25, 2014, from Food and Agriculture Organization of the United Nations: http://www.fao.org/rioplus20/en/ FAO. (2012 [01]). <i>Guide to the Project Cycle: Quality for Results</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap105e/ap105e.pdf
	2. Country strategy/programming documents also articulate environmental sustainability as a priority. More than half of the country-level strategies and results frameworks sampled include results that integrate environmental sustainability.	Met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO.
	3. The organisation has clearly defined roles and responsibilities with regard to the promotion of environmental sustainability.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf FAO Programme Committee. (2013 [11]). <i>Annex XI: Headquarters Organigramme. (C 2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2014 [20]). <i>Technical Networks (CPMB 2014/03)</i>. Rome: Food and Agricultural Organization of the United Nations. Provided by FAO FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf

icro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	4. There is evidence that the organisation has resourced its policy/strategy for the promotion of environmental sustainability (in terms of staffing, funding, and technical expertise).	Met	FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf
	5. There is evidence that the organisation monitors its progress in promoting environmental sustainability in order to take action to correct any identified issues.	Not met	FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13 (C 2015/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO Conference. (2014 [02]). <i>Programme Implementation Report 2012-13 Web Annex 4: Financial and Programmatic Results (C 2015/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548eW4.pdf
Overall Score MI 4.2		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.3 Good governance	1 . The organisation has a policy or strategic framework on the mainstreaming/promotion of the principles of good governance or has clearly stated good governance results as part of its organisational strategic plan.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf
	2 . Country strategy/programming documents also	Met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i> . Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	articulate good governance as a priority. More than half of the country-level strategies and results frameworks sampled include results that integrate the principles of good governance.		FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i> . Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i> . Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i> . Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i> . Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i> . Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO.
	3 . The organisation has clearly defined roles and responsibilities with regard to the promotion of the principles of good governance.	Met	FAO. (2014 [24]). <i>Cross-cutting theme - Governance. Conceptual Approach. Draft version</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Programme Committee. (2014 [01]). <i>Follow-up on the Evaluation of FAO's Role and Work in Food and Agriculture Policy (PC 115/7)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk109e.pdf
	4 . There is evidence that the organisation has resourced its policy/strategy for the promotion of the principles of good governance (in terms of staffing, funding, and technical expertise).	Met	FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf FAO. (2014 [24]). <i>Cross-cutting theme - Governance. Conceptual Approach. Draft version</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	5. There is evidence that the organisation monitors its progress in promoting the principles of good governance in order to take actions to correct any identified issues.	Met	FAO Programme Committee. (2012 [02]). <i>Evaluation of FAO's work in tenure, rights and access to land and other natural resources - update on implementation of recommendations (PC 112/INF/4)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/mf008e.pdf FAO Programme Committee. (2014 [02]). <i>Follow-up on the Evaluation on FAO's work in tenure, rights and access to land and other natural resources (PC 115/6)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj873e.pdf FAO Office of Evaluation. (2012 [08]). <i>Evaluation of FAO's Role and Work in Food and Agriculture Policy</i> . Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20role%20and%20work%20in%20food%20and%20agriculture%20policy_2012_ER.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			FAO Programme Committee. (2014 [01]). <i>Follow-up on the Evaluation of FAO's Role and Work in Food and Agriculture Policy (PC 115/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk109e.pdf FAO Office of Evaluation. (2012 [03]). <i>Evaluation of FAO's support to the implementation of the Code of Conduct for Responsible Fisheries</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/FAOs%20support%20to%20the%20Implementation%20of%20the%20Code%20of%20Conduct%20for%20Responsible%20Fisheries_2012_ER.zip
Overall Score MI 4.3		Strong (5)	Even though all criteria were met, a number of evaluations have commented negatively on FAO's work in governance at country level and it will take time to ascertain that the recently instituted practices and systems lead to increased governance mainstreaming at FAO. Therefore, FAO is rated as strong.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.4 Human rights-based approaches	1. The organisation has a policy or strategic framework on the mainstreaming of human rights-based approaches or has clearly stated gender equality results as part of its organisational strategic plan.	Met	FAO Conference. (2013 [07]). <i>Annex XII: Strategic Objectives Action Plans</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e01.pdf FAO. (2012 [09]). <i>The Global Strategic Framework for Food Security and Nutrition: A Right to Food Perspective</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap559e/ap559e.pdf FAO. (2012 [10]). <i>Human Rights - a Strategy for the Fight against Hunger</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap560e/ap560e.pdf FAO. (2013 [33]). <i>FAO's Comparative advantage in relation to Social Protection. Information Note no. 10. C2013/3 -Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/MG838E.pdf
	2. Country strategy/programming documents also articulate human rights-based approaches as a priority. More than half of the country-level strategies and results	Not met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	frameworks sampled include results that integrate human rights-based approaches.		Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i>. Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2011 [02]). <i>Guidelines for addressing rural employment and decent work in the Country Programming Framework</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/tc/cpf/guidelines/ruralemployment.pdf
	3. The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of human rights-based approaches.	Met	FAO Council. (2013 [13]). <i>FAO's Work in Social Protection (CL 148/12)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi557E.pdf FAO. (2014 [07]). <i>The Right to Food</i>. Retrieved 02 17, 2014, from Food and Agriculture Organization of the United Nations: http://www.fao.org/righttofood/en/ FAO and ILO. (2012 [01]). <i>FAO-ILO Website Focal Points, by topic</i>. Turin: Food and Agriculture Organization of the United Nations and International Labour Organization. Retrieved from FAO-ILO Website Focal Points, by topic: http://www.fao-ilo.org/fileadmin/user_upload/fao_ilo/pdf/FAO_focal_points30-05-2012.pdf
	4. There is evidence that the organisation has resourced its policy/strategy for mainstreaming human rights-based approaches (in terms of staffing, funding, and technical expertise).	Met	FAO Council. (2004 [01]). <i>Voluntary Guidelines to support the progressive realization of the right to adequate food in the context of national food security</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/009/y9825e/y9825e.pdf FAO and ILO. (2013 [01]). <i>Guidance on addressing child labour in fisheries and aquaculture</i>. Turin: Food and Agriculture Organization of the United Nations and International Labour Office. Retrieved from http://www.fao.org/docrep/018/i3318e/i3318e.pdf FAO. (n.d. [26]). <i>Quick reference for addressing decent rural employment</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/013/am052e/am052e00.pdf FAO. (2011 [02]). <i>Guidelines for addressing rural employment and decent work in the Country Programming Framework</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/tc/cpf/guidelines/ruralemployment.pdf FAO. (2012 [01]). <i>Guide to the Project Cycle: Quality for Results</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap105e/ap105e.pdf FAO Council. (2013 [13]). <i>FAO's Work in Social Protection (CL 148/12)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi557E.pdf
	5. There is evidence that the organisation	Met	FAO. (2012 [10]). <i>Human Rights - a Strategy for the Fight against Hunger</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap560e/ap560e.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	monitors its progress in mainstreaming human rights-based approaches in order to take action to correct any identified issues.		FAO Office of Evaluation. (n.d. [14]). <i>Tools for Quality Assurance of OED evaluation terms of reference and reports</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from www.fao.org/.../oed/.../Evaluation.../OED_QA_tools_final_version.xlsx FAO Office of Evaluation. (2013 [09]). <i>Mid-Term Evaluation of the FAO-GEF Project: "Transboundary Agro-Ecosystem Management Programme for the Kagera River Basin (Kagera TAMP)" (GCP /RAF/424/GFF)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/GCPRAF424GFF_2013_ER.pdf FAO Office of Evaluation. (2014 [07]). <i>Supporting Food Security, Nutrition and Livelihoods in Sub-Saharan Africa - GCP /RAF/454/GER</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/GCPRAF454GER_2014_ER.pdf FAO Office of Evaluation. (2014 [06]). <i>Evaluation of NEPAD-FAO Fish Programme, GCP/RAF/463/MUL</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/oed-search/en/ FAO Office of Evaluation. (2014 [01]). <i>Mid-Term Evaluation of the Improved Global Governance for Hunger Reduction Programme, GCP /INT/130/EC</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/GCPINT130EC_2014_ER.zip
Overall Score MI 4.4		Strong (5)	

KPI 5.The MO's country strategies are results-focused

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 5.1 Country results frameworks have causal links from outputs through to outcomes and impact.	1. At least half of the countries sampled have results framework(s), either contained within the strategic plan or as a separate document which is referred to by the strategic plan.	Met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i>. Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean. Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/en/ FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/oed-search/en/
	2. More than half of the country strategies/results frameworks contain both statements of outputs and expected outcomes appropriate to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually outcomes).	Met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh CPF Final 22 May 2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i>. Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/en/ FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/oed-search/en/
	3. More than half of the country strategies/results frameworks sampled implicitly or explicitly describes the results	Met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh CPF Final 22 May 2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	chain – that is, how the outputs in the results framework(s) are linked to the expected outcomes.		FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i>. Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/en/ FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/oed-search/en/
	4. In more than half of the country strategies/results frameworks there is a clear and logical progression from outcomes to impact.	Not met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i>. Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://www.fao.org/evaluation/oed-documents-and-reports/en/ FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/oed-search/en/
	5. All above criteria are met for all country strategies/results frameworks sampled.	Not met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i> . Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i> . Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i> . Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i> . Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i> . Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i> . Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i> . Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/en/ FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/oed-search/en/
Overall Score MI 5.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 5.2 Performance indicators are included in country plans and strategies at a delivery (output) and development results level.	1. In all the country strategies sampled, few of the performance indicators at the outcome level and output level are SMART.	Met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i>. Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO.
	2. In all the country strategies sampled, some of the performance indicators at the outcome level and output level are SMART.	Met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i>. Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO.
	3. In all the country strategies sampled, most of the performance indicators at the outcome level and output level are SMART.	Met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam:

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i> . Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO.
	4. In at least half of the country strategies sampled, all performance indicators at the outcome level and output level are SMART.	Not met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i> . Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i> . Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i> . Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i> . Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i> . Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i> . Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO.
	5. In all the country strategies sampled, all performance indicators at the outcome level and output level are SMART.	Not met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i> . Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i> . Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i> . Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i> . Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i> . Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i> . Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO.
Overall Score MI 5.2		Adequate (4)	

PERFORMANCE AREA II – OPERATIONAL MANAGEMENT

KPI 6.The MO's development cooperation funding is transparent and predictable

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 6.1 The MO's criteria for allocating resources are transparent.	1. A policy for the allocation of resources to country programmes clearly describes how resources are allocated to countries during a planning cycle.	Met	FAO. (2014 [25]). <i>Technical Cooperation Programme. TCP Criteria</i>. Retrieved March 17, 2014, from Food and Agriculture Organization of the United Nations: http://www.fao.org/tc/tcp/eligibility_en.asp FAO. (n.d. [27]). <i>Table - TCP Criteria (extracted from the TCP Manual)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/tc/tcp/eligibility_en.asp FAO. (n.d. [29]). <i>Table - TCP Criteria analysis guidance: criteria applicable to emergency TCP assistance (extracted from the TCP Manual)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/tc/tcp/eligibility_en.asp FAO Programme Committee/Finance Committee. (2013 [01]). <i>Enhancement of the Technical Cooperation Programme (JM 2013.2/2)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi537e.pdf FAO. (2014 [31]). <i>Technical Cooperation Programme</i>. Retrieved March 27, 2014, from Food and Agriculture Organization of the United Nations: http://www.fao.org/tc/tcp/ FAO. (2014 [27]). <i>Strategic planning</i>. Retrieved July 21, 2014, from Food and Agriculture Organization of the United Nations: http://www.fao.org/about/strategic-planning/en/ FAO. (2014 [47]). <i>Operational Working Plan 2014-15 Resource Allocation For Planning (Regular Programme)</i>. Rome: Food and Agriculture Organization of the United Nations.
	2. The policy is periodically reviewed by the Executive Board as necessary.	Met	FAO. (2014 [25]). <i>Technical Cooperation Programme. TCP Criteria</i>. Retrieved March 17, 2014, from Food and Agriculture Organization of the United Nations: http://www.fao.org/tc/tcp/eligibility_en.asp
	3. There is evidence of the application of this policy.	Not met	FAO Programme Committee/Finance Committee. (2012 [01]). <i>Progress on implementation of the Technical Cooperation Programme (JM 2012.1/2)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Progr_Comm/PC_110-documents/MD690E_JM2012-1-2_ProgressTCP.pdf FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i>. Rome: Food and Agricultural Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2012 [05]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Europe and Central Asia</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://www.fao.org/fileadmin/user_upload/oed/docs/REU%20Evaluation.zip FAO Office of Evaluation. (2011 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices in the Near East (PC 106/5 – FC 138/22)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/021/ma144e.pdf
	4. The policy is available on the agency's public website.	Met	FAO. (2014 [25]). <i>Technical Cooperation Programme. TCP Criteria</i> . Retrieved March 17, 2014, from Food and Agriculture Organization of the United Nations: http://www.fao.org/tc/tcp/eligibility_en.asp
	5. The policy is available in more than one of the UN official languages.	Met	Ibidem
Overall Score MI 6.1		Adequate (4)	While there are criteria for allocating TCP resources, criteria for allocating voluntary contributions are still at an early stage and do not appear to be widely disseminated. Therefore, while 4 criteria are met, FAO was rated adequate.

KPI 7. The MO engages in results-based budgeting

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 7.1 Budget allocations are linked to results.	1. In the most recent annual or multi-year organisation-wide budget, budget information illustrates how resources are distributed across strategic objectives or higher-level results.	Met	FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf
	2. Some output costs and/or outcome costs in both the DRF and MRF are presented in the budget document.	Met	Ibidem
	3. Most output costs and/or outcome costs in both the DRF and MRF are presented in the budget document.	Not met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	4. There is evidence of improvement of outputs and outcomes costing over time in budget documents reviewed (evidence of building a better system).	Met	Ibidem
	5. There is evidence (from evaluations or audits conducted in this area) of a system that allows the organisation to track costs from activity through to outcome.	Not Met	FAO Programme Committee. (2010 [01]). <i>Strategic Evaluation of FAO Country Programming, including the NMTPF mechanism (PC 104/4 Sup. 1)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/019/k8684e01.pdf
Overall Score MI 7.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 7.2 Expenditures are linked to results	1. In recent reports to the governing bodies, statements of results achieved are aligned with expected results described in the organisation-wide strategic plan.	Met	FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13</i> . Rome: Food and Agriculture Organization of the United Nations. Web Annex 4 Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO Conference. (2013 [11]). <i>Programme Implementation Report 2010-11 (C 2013/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md692e.pdf
	2. Recent reports to the governing bodies align expenditures with organisation-wide results (i.e., the reports show how much was spent to achieve outputs or make progress	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	towards outcomes).		
	3. In recent reports to the governing bodies, variances in organisation-wide expenditures and results achievement (i.e. differences between planned and actual expenditures and between planned and actual results achievements) are reported.	Not Met	Ibidem
	4. If the third criterion is met , variances in organisation-wide expenditure and results achievement (i.e. differences between planned and actual expenditures and between planned and actual results achievements) are explained.	Not met	Ibidem
	5. In the documents consulted, there is evidence of consistent improvement over time in the way that expenditures are linked to organisation-wide results.	Not met	FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor(C 2013/5 B)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO Finance Committee. (2013 [01]). <i>Progress Report on Implementation of the External Auditor's Recommendations (FC 151/14)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi454E.pdf FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO. (2013 [04]). <i>FPMIS Training Guide- Budget Facilities (RBB)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from https://extranet.fao.org/fpmis/docs/235567 FAO Finance Committee. (2013 [03]). <i>Progress Report on the Global Resource Management Programme (FC 151/13)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://www.fao.org/docrep/meeting/029/mi726e.pdf
Overall Score MI 7.2		Inadequate (3)	

KPI 8. The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.1 External financial audits meeting recognized international standards are performed across the organisation (External or UN Board of Auditors)	1. Annual or biennial organisation-wide reports on financial performance exist.	Met	FAO. (2012 [05]). <i>Audited Accounts - FAO 2010-2011(C 2013/5 A)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me512e.pdf FAO. (2013 [01]). <i>Basic texts of the Food and Agriculture Organization of the United Nations Volumes I and II</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/022/k8024e.pdf FAO Conference. (2014 [03]). <i>Audited Accounts - FAO 2012-2013 Part B - Report of the External Auditor</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/3/a-mi514e.pdf
	2. If the first criterion is met , the most recent financial report reviewed includes an audit opinion or is accompanied by a letter from the external auditor confirming that an external financial audit was undertaken at the organisation-wide level.	Met	FAO. (2013 [01]). <i>Basic texts of the Food and Agriculture Organization of the United Nations Volumes I and II</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/022/k8024e.pdf FAO. (2012 [05]). <i>Audited Accounts - FAO 2010-2011(C 2013/5 A)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me512e.pdf
	3. If the first two criteria are met , the letter or audit opinion from the external auditor confirms that the external financial audit was undertaken in	Met	FAO. (2012 [05]). <i>Audited Accounts - FAO 2010-2011(C 2013/5 A)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me512e.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	accordance with international standards (GAAP or equivalent).		
	4. If the first criterion is met , all financial reports reviewed include an audit opinion or are accompanied by a letter from the external auditor confirming that the external financial audit was undertaken in accordance with international standards (GAAP or equivalent).	Met	FAO. (2012 [05]). <i>Audited Accounts - FAO 2010-2011(C 2013/5 A)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me512e.pdf FAO. (2010 [03]). <i>Audited Accounts - FAO 2008-2009 (C 2011/5 A)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/020/k8685E.pdf FAO. (2008 [02]). <i>Audited Accounts - FAO 2006-2007 (C 2009/5 A)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/014/k2956e.pdf FAO. (2006 [01]). <i>Audited Accounts 2004-2005</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/011/j7962e.pdf
	5. The organisation's external audit reports are made available to the public, either by request or on line.	Met	FAO Office of the Inspector General. (2014 [01]). <i>Annual Report 2013</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk203e.pdf FAO Committee on Constitutional and Legal Matters. (2011 [01]). <i>Disclosure of Internal Audit Reports (CCLM 92/6)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/021/ma269e.pdf
Overall Score MI 8.1		Very Strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.2 External financial audits meeting recognized international standards are performed at	1. The documents available provide evidence that external financial audits are performed at regional, country, or project levels (as appropriate).	Met	FAO. (2012 [05]). <i>Audited Accounts - FAO 2010-2011(C 2013/5 A)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me512e.pdf FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor(C 2013/5 B)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO Finance Committee. (2013 [04]). <i>Programme of Work of the External Auditor (FC 151/15)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
the regional, country or project level (as appropriate).			http://www.fao.org/docrep/meeting/029/mi712E.pdf FAO Conference. (2014 [03]). Audited Accounts - FAO 2012-2013 Part B - Report of the External Auditor. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/3/a-mi514e.pdf
	2. There are established rules/procedures for the conduct of external financial audits in the organisation.	Met	FAO. (2013 [01]). <i>Basic texts of the Food and Agriculture Organization of the United Nations Volumes I and II</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/022/k8024e.pdf
	3. The rules/procedures ensure ample audit coverage of the organisation's programmes and operations.	Met	FAO. (2013 [01]). <i>Basic texts of the Food and Agriculture Organization of the United Nations Volumes I and II</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/022/k8024e.pdf FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor(C 2013/5 B)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf
	4. The evidence also indicates that the external financial audits will be carried out using international standards, or provides an indication that the MO uses national audit systems and procedures.	Met	FAO. (2013 [01]). <i>Basic texts of the Food and Agriculture Organization of the United Nations Volumes I and II</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/022/k8024e.pdf FAO. (2012 [05]). <i>Audited Accounts - FAO 2010-2011(C 2013/5 A)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me512e.pdf FAO Finance Committee. (2013 [04]). <i>Programme of Work of the External Auditor (FC 151/15)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi712E.pdf
	5. External financial audit reports at the country, project, and/or regional levels are made available to the public by the MO, either by request or on line.	Met	FAO Finance Committee. (2013 [04]). <i>Programme of Work of the External Auditor (FC 151/15)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi712E.pdf FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor(C 2013/5 B)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf
Overall Score MI 8.2		Very	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
		strong(6)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.3 Internal audit processes are used to provide management/governing bodies with credible information.	1. There is evidence that internal audits are conducted in the organisation.	Met	FAO. (2013 [01]). <i>Basic texts of the Food and Agriculture Organization of the United Nations Volumes I and II</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/022/k8024e.pdf FAO Office of the Inspector General. (2009 [01]). <i>Charter for the Office of the Inspector General</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/27226-012b7fbd54a30791d42310a44a07d2ad8.pdf
	2. There is evidence that the internal audit function is separate from the programming areas, enabling it to provide an “independent” audit opinion. (The key is that internal auditors are not influenced by the programs they are auditing.)	Met	FAO. (2013 [01]). <i>Basic texts of the Food and Agriculture Organization of the United Nations Volumes I and II</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/022/k8024e.pdf FAO Office of the Inspector General. (2009 [01]). <i>Charter for the Office of the Inspector General</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/27226-012b7fbd54a30791d42310a44a07d2ad8.pdf
	3. There is evidence that the internal audit function reports directly at least to the Chief Executive Officer/Executive Director, thus providing maximum assurance of its independence from	Met	FAO Office of the Inspector General . (2009 [01]). <i>Charter for the Office of the Inspector General</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/27226-012b7fbd54a30791d42310a44a07d2ad8.pdf FAO Conference. (2007 [01]). <i>Report of the Independent External Evaluation of the Food and Agriculture Organization of the United Nations (C 2007/7A.1-Rev.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/012/k0827erev1.pdf FAO Conference. (2013 [03]). <i>Web Annex IX: Status of IPA Actions in original IPA sequence/format (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/c2013_26_annex-ix.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	programming.		
	4. Reports available from the audit committee (or equivalent) of the Executive Board confirm receipt of internal audit information.	Met	FAO Conference. (2007 [01]). <i>Report of the Independent External Evaluation of the Food and Agriculture Organization of the United Nations (C 2007/7A.1-Rev.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/012/k0827erev1.pdf FAO Office of the Inspector General. (2009 [01]). <i>Charter for the Office of the Inspector General</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/27226-012b7fbd54a30791d42310a44a07d2ad8.pdf FAO Finance Committee. (2013 [09]). <i>Status of Actions on FAO Audit Committee Recommendations (FC 151/16)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi639E.pdf
	5. There is evidence of Management and Executive Board use of internal audit information.	Met	FAO Finance Committee. (2012 [02]). <i>FAO Audit Committee - 2011 Annual Report to the Director-General (FC143/14)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/md649e.pdf FAO Finance Committee. (2013 [06]). <i>FAO Audit Committee - 2012 Annual Report to the Director-General (FC148/17)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Fin_Comm/Documents_FC_148/en/FC148-17.pdf FAO Finance Committee. (2013 [09]). <i>Status of Actions on FAO Audit Committee Recommendations (FC 151/16)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi639E.pdf FAO Conference. (2014 [02]). <i>Programme Implementation Report 2012-13 Web Annex 4: Financial and Programmatic Results (C 2015/8)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548eW4.pdf
Overall Score MI 8.3		Very Strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.4 The MO implements its policy on anti-corruption.	1. Policy, framework, and/or guidelines on anti-corruption are corporately approved (i.e., not in draft form).	Met	FAO. (2004 [01]). <i>Policy on Fraud and Improper use of the Organization's Resources (administrative circular No. 2004/19)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/26312-078263e1dcbac54f8c52e554c17840785.pdf FAO. (2007 [01]). <i>Zero-Tolerance Policy in Respect of Fraud and Improper use of the Organization's Resources (administrative circular No.2007/11)</i>. Rome: Food and Agriculture Organization of the United Nations.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Nations . Retrieved from http://www.fao.org/aud/26313-043019853faa0702585c4306d4742db9b.pdf FAO. (2010 [05]). <i>Manual, Chapter V - Property and Services, Section 502 Procurement of Goods, Works and Services</i>. Rome: Food and Agriculture Organizations of the United Nations. Retrieved from http://www.axsyn.ca/FAO/demo/documents/MS502%20Final%20Main%201.1.2010.doc. FAO. (2003 [01]). <i>FAO Manual - Personnel: Disciplinary Measures</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/26422-0a8aa4aa6dccc86b99fa7f60fb71f3dae.pdf FAO. (2014 [30]). <i>Sanctions Procedures</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/procurement/docs/FAO_Vendors_Sanctions_Policy_-_Procedures.pdf
	2. If the first criterion is met , the policy or framework defines the roles and responsibilities of management, staff and experts/specialists in implementing and complying with the policy.	Met	FAO. (2004 [01]). <i>Policy on Fraud and Improper use of the Organization's Resources (administrative circular No. 2004/19)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/26312-078263e1dcbac54f8c52e554c17840785.pdf
	3. There is evidence that the policy or framework is being operationalised (e.g., training for staff, incentive and reward structures for staff, complaint and advocacy mechanisms, whistle blowing mechanisms).	Met	FAO Office of the Inspector General. (2011 [01]). <i>Whistleblower Protection Policy (administrative circular No. 2011/11)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/28006-02edf8ec7e4912a45a933245b719f3b1f.pdf FAO. (n.d. [03]). <i>Guidelines for Internal Administrative Investigations by the Office of the Inspector-General</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/26349-0a0e90621d4a45967ca63ad30b23c98b8.pdf FAO Office of the Inspector General. (2014 [1]). <i>Annual Report 2013</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/41006-03b7f9f9fce4275eaedd310b90ff670f4.pdf FAO Finance Committee. (2011 [01]). <i>Status of Integrity and Fiduciary Actions (FC 140/INF/4)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/023/mc093e.pdf
	4. There is evidence that the implementation of the policy or framework is being monitored.	Not met	FAO Office of the inspector General. (2011 [01]). <i>Annual Report 2010</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/25982-0e03960edfd407c381dd54d493d76e9fb.pdf FAO Office of the Inspector General. (2012 [01]). <i>Annual Report 2011</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/33689-0f6e862f843e043fcc3b5ca15fa39836d.pdf FAO Office of the Inspector General. (2013 [01]). <i>Annual Report 2012</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/36706-

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			085feb2f3c70c2922477c9622c21eecf5.pdf FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011 Part B - Report of the External Auditor (C 2013/5 B)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf
	5. There is evidence that problematic practices identified in the monitoring process are being changed.	Not met	FAO Office of the Inspector General. (2013 [01]). <i>Annual Report 2012</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/36706-085feb2f3c70c2922477c9622c21eecf5.pdf FAO Office of the inspector General. (2011 [01]). <i>Annual Report 2010</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/25982-0e03960edfd407c381dd54d493d76e9fb.pdf FAO Office of the Inspector General. (2014 [01]). <i>Annual Report 2013</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk203e.pdf
Overall Score MI 8.4		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.5 Processes are in place to quickly follow through any irregularities identified in audits at the country (or other) level.	1. There is a policy on audit that refers to measures to be taken against irregularities identified in audits.	Met	FAO Office of the Inspector General. (2009 [01]). <i>Charter for the Office of the Inspector General</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/27226-012b7fbd54a30791d42310a44a07d2ad8.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13 (C 2015/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf
	2. Management guidelines or rules support the policy and describe the procedure for a response to irregularities identified during audits.	Met	FAO Office of the Inspector General. (2014 [01]). <i>Annual Report 2013</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk203e.pdf FAO Office of the Inspector General. (2012 [01]). <i>Annual Report 2011</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/33689-0f6e862f843e043fcc3b5ca15fa39836d.pdf FAO Office of the Inspector General. (2013 [01]). <i>Annual Report 2012</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/36706-085feb2f3c70c2922477c9622c21eecf5.pdf
	3. If the second criterion is met , these guidelines set timelines for the response to	Not met	FAO. (2014 [26]). <i>Office of the Inspector General: Activities</i> . Retrieved July 23, 2014, from Food and Agriculture Organization of the United Nations: http://www.fao.org/aud/48636/en/

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	irregularities identified during an audit, including any suspicion or allegations of corruption and fraud (i.e., the managers have to respond to audit findings within a certain period of time).		
	4. There is evidence in audit reports to the Board or other documents that audit recommendations are followed up by management.	Met	FAO Office of the Inspector General. (2014 [01]). <i>Annual Report 2013</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk203e.pdf FAO Office of the Inspector General. (2012 [01]). <i>Annual Report 2011</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/33689-0f6e862f843e043fcc3b5ca15fa39836d.pdf FAO Office of the Inspector General. (2013 [01]). <i>Annual Report 2012</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/36706-085feb2f3c70c2922477c9622c21eecf5.pdf FAO Conference. (2014 [02]). <i>Programme Implementation Report 2012-13 Web Annex 4: Financial and Programmatic Results (C 2015/8)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548eW4.pdf
	5. Major or systemic irregularities are reported to the board/governing body, as appropriate.	Met	FAO Office of the Inspector General. (2014 [01]). <i>Annual Report 2013</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk203e.pdf FAO Office of the Inspector General. (2012 [01]). <i>Annual Report 2011</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/33689-0f6e862f843e043fcc3b5ca15fa39836d.pdf FAO Office of the Inspector General. (2013 [01]). <i>Annual Report 2012</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/36706-085feb2f3c70c2922477c9622c21eecf5.pdf
Overall Score MI 8.5		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.6 The MO's procurement procedures provide effective	1. There is a policy and/or guidelines on procurement procedures.	Met	FAO Conference. (2011 [02]). <i>The Director-General's Medium Term Plan 2010-13 (Reviewed and Programme of Work and Budget 2012-13 (C 2011/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/021/ma061e.pdf FAO. (2014 [11]). <i>FAO General Terms and Conditions for Goods</i>. Rome: Foods and Agriculture Organization

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
control on purchases of goods and services.			of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/procurement/docs/FAO_General_TCs_Goods_-_April_2014.pdf FAO. (2010 [05]). <i>Manual, Chapter V - Property and Services, Section 502 Procurement of Goods, Works and Services</i> . Rome: Food and Agriculture Organizations of the United Nations. Provided by FAO.
	2. These procedures take into account both price/cost and quality considerations.	Met	FAO. (2010 [05]). <i>Manual, Chapter V - Property and Services, Section 502 Procurement of Goods, Works and Services</i> . Rome: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO Conference. (2011 [03]). <i>Report of the CoC-IEE to the Conference on the Immediate Plan of Action for FAO Renewal</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/022/mb134e.pdf
	3. The policy/guidelines lay out a transparent process for making procurement decisions.	Met	FAO Conference. (2011 [03]). <i>Report of the CoC-IEE to the Conference on the Immediate Plan of Action for FAO Renewal</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/022/mb134e.pdf
	4. Evidence in documents suggests that the MO regularly reviews its procurement practice to introduce improvements in the system.	Met	FAO Office of the Inspector General. (2014 [1]). <i>Annual Report 2013</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/41006-03b7f9f9fce4275eaedd310b90ff670f4.pdf FAO Office of the Inspector General. (2012 [01]). <i>Annual Report 2011</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/33689-0f6e862f843e043fcc3b5ca15fa39836d.pdf FAO Office of the Inspector General. (2013 [01]). <i>Annual Report 2012</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/36706-085feb2f3c70c2922477c9622c21eecf5.pdf
	5. An audit, evaluation or other review has been undertaken of the MO's procurement processes and finds that these are effective, generally ensuring accountability and control.	Not met	FAO Conference. (2011 [03]). <i>Report of the CoC-IEE to the Conference on the Immediate Plan of Action for FAO Renewal</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/022/mb134e.pdf FAO Office of the Inspector General. (2014 [1]). <i>Annual Report 2013</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/41006-03b7f9f9fce4275eaedd310b90ff670f4.pdf FAO Conference. (2014 [03]). <i>Audited Accounts - FAO 2012-2013 Part B - Report of the External Auditor</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/3/a-m1514e.pdf
Overall Score MI 8.6		Adequate (4)	Though FAO policies and procedures are strong at corporate level, weaknesses in procurement control in decentralised offices warrant a rating of adequate, though four out of five criteria were met.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	1. The MO has an organisation-wide policy, framework and/or guidelines on risk management.	Met	FAO. (n.d. [09]). <i>Corporate Policy on Risk Management</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [23]). <i>Managing Risk Advanced Guide</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [24]). <i>Managing Risk Beginner's Guide</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Finance Committee. (2013 [08]). <i>Accountability and Internal Control Framework (FC 151/20)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi800E.pdf FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO Conference. (2013 [03]). <i>Web Annex IX: Status of IPA Actions in original IPA sequence/format (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/c2013_26_annex-ix.pdf
	2. If the first criterion is met , these documents follow international standards on managing risk, including a description of roles and responsibilities of key actors.	Met	FAO. (n.d. [09]). <i>Corporate Policy on Risk Management</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [23]). <i>Managing Risk Advanced Guide</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	3. If the first criterion is met , there is evidence that the risk management policy guidance applies to country, regional and corporate activities. In other words, risk analysis is undertaken as appropriate at these different levels.	Met	FAO Finance Committee. (2014 [07]). <i>2013 Annual Report Of the Inspector-General (FC 154/13)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk203e.pdf FAO Finance Committee. (2013 [08]). <i>Accountability and Internal Control Framework (FC 151/20)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi800E.pdf FAO. (n.d. [09]). <i>Corporate Policy on Risk Management</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	4. If the first criterion is met , major risk analysis (significant	Met	FAO Finance Committee. (2014 [07]). <i>2013 Annual Report Of the Inspector-General (FC 154/13)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk203e.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	programs, projects, etc) is presented to the Board.		FAO Finance Committee. (2013 [08]). <i>Accountability and Internal Control Framework (FC 151/20)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi800E.pdf FAO Finance Committee. (2012 [03]). <i>Progress Report on an Enterprise Risk Management Framework (FC 143/10)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/md654e.pdf FAO Office of the Inspector General. (2013 [01]). <i>Annual Report 2012</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/36706-085feb2f3c70c2922477c9622c21eecf5.pdf
	5. If the first criterion is met , management and/or Board documents demonstrate utilisation of risk management policy and procedures.	Not met	FAO Finance Committee. (2013 [04]). <i>Programme of Work of the External Auditor (FC 151/15)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi712E.pdf FAO Finance Committee. (2014 [05]). <i>Progress Report on an Accountability and Internal Control Framework (FC 154/17)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk257e.pdf
Overall Score MI 8.7		Adequate (4)	Given that FAO's practices and systems for risk management are very recent (i.e. 2013), this MI could not be rated higher than adequate.

KPI 9. The MO demonstrates the use of performance information for decision-making

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.1 Performance information is used by the MO for revising policies and strategies.	1. Information on organisation-wide performance (i.e., progress towards objectives or key result areas) is available, for instance in annual performance reports, organisation-wide evaluations or audits.	Met	FAO Office of the Inspector General. (2014 [01]). <i>Annual Report 2013</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk203e.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13 (C 2015/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf
	2. There is evidence that the MO analyses/assesses its performance through regular reviews of progress on strategies	Met	FAO Office of the Inspector General. (2014 [01]). <i>Annual Report 2013</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk203e.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13 (C 2015/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i> . Rome: Food and Agriculture

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	and key policies.		Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf
	3. There is evidence that the MO adopts recommendations from organisation-wide audits, performance reports and/or evaluations.	Met	FAO. (n.d. [32]). <i>OED tracking implementation recommendations from all evaluation since January 2010</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13 (C 2015/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf
	4. There is evidence that the MO revises and adjusts its policies and strategies in response to performance issues (problems and successes) raised in audits, performance reports and /or evaluations.	Met	FAO Conference. (2007 [01]). <i>Report of the Independent External Evaluation of the Food and Agriculture Organization of the United Nations (C 2007/7A.1-Rev.1)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/012/k0827erev1.pdf FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO Programme Committee. (2011 [01]). <i>Evaluation of FAO's role and work related to Gender and Development: Management Response (PC 108/5 Sup.1)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/PC%20108-5Sup1_Eval%20GaD%20Report%20Final_2011_MR.pdf FAO Office of Evaluation. (2011 [06]). <i>Evaluation of FAO's role and work in nutrition (PC 108/6)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/023/mb663E01.pdf FAO. (2010 [07]). <i>Evaluation of FAO's Activities on Capacity Development in Africa</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/capacity_building/PC104-5EvaluationCapacityDevelopmentAfricaK8635E.pdf FAO Programme Committee/Finance Committee. (2011 [01]). <i>Resource Mobilization and Management Strategy (JM 2011.2/4)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/024/mc062e.pdf FAO. (2013 [02]). <i>FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/017/i3205e/i3205e.pdf FAO. (2011 [06]). <i>FAO Knowledge Strategy</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/capacity_building/KM_Strategy.pdf FAO Programme Committee/Finance Committee. (2013 [04]). <i>FAO Strategy for Partnerships with Private Sector</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg048e.pdf FAO Council. (2013 [01]). <i>FAO Strategy for Partnerships with Civil Society Organizations (CL 146/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://www.fao.org/docrep/meeting/027/MF999E.pdf FAO Finance Committee. (2012 [04]). <i>HR Strategic Framework and Action Plan 2012-13 (FC 143/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Fin_Comm/Documents_FC_143/en/FC143-8.pdf
	5. If the fourth criterion is met , there is evidence that the organisation is making systematic use of performance information for improvement of processes and performance and continuous learning.	Met	FAO Conference. (2007 [01]). <i>Report of the Independent External Evaluation of the Food and Agriculture Organization of the United Nations (C 2007/7A.1-Rev.1)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/012/k0827erev1.pdf FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO Programme Committee. (2011 [01]). <i>Evaluation of FAO's role and work related to Gender and Development: Management Response (PC 108/5 Sup.1)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/PC%20108-5Sup1_Eval%20GaD%20Report%20Final_2011_MR.pdf FAO Office of Evaluation. (2011 [06]). <i>Evaluation of FAO's role and work in nutrition (PC 108/6)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/023/mb663E01.pdf FAO. (2010 [07]). <i>Evaluation of FAO's Activities on Capacity Development in Africa</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/capacity_building/PC104-5EvaluationCapacityDevelopmentAfricaK8635E.pdf FAO Programme Committee/Finance Committee. (2011 [01]). <i>Resource Mobilization and Management Strategy (JM 2011.2/4)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/024/mc062e.pdf FAO. (2013 [02]). <i>FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/017/i3205e/i3205e.pdf FAO. (2011 [06]). <i>FAO Knowledge Strategy</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/capacity_building/KM_Strategy.pdf FAO Programme Committee/Finance Committee. (2013 [04]). <i>FAO Strategy for Partnerships with Private Sector</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg048e.pdf FAO Council. (2013 [01]). <i>FAO Strategy for Partnerships with Civil Society Organizations (CL 146/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/MF999E.pdf FAO Finance Committee. (2012 [04]). <i>HR Strategic Framework and Action Plan 2012-13 (FC 143/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Fin_Comm/Documents_FC_143/en/FC143-8.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
Overall Score MI 9.1		Very strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.2 Performance information is used by the MO for planning new interventions at the country level.	1. Information on the MO's performance in the country (i.e., progress towards outcomes) is available.	Met	FAO. (2014 [14]). <i>Annual Report (January 2013 - December 2013) Bangladesh</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [15]). <i>Rapport Annuel janvier-décembre 2013, République Démocratique du Congo</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [17]). <i>Annual Report 2013 or the FAO Representation in Kenya</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [18]). <i>Annual Report 2013 Tanzania</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [19]). <i>Annual Report January-December 2013 Cambodia</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [07]). <i>Reporte Anual Enero - Diciembre 2011 Ecuador</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	2. If the first criterion is met , for at least half of the countries reviewed, there is evidence of an analysis/assessment of performance (problems as well as successes).	Met	FAO. (2014 [14]). <i>Annual Report (January 2013 - December 2013) Bangladesh</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [15]). <i>Rapport Annuel janvier-décembre 2013, République Démocratique du Congo</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [17]). <i>Annual Report 2013 or the FAO Representation in Kenya</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [18]). <i>Annual Report 2013 Tanzania</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [19]). <i>Annual Report January-December 2013 Cambodia</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [07]). <i>Reporte Anual Enero - Diciembre 2011 Ecuador</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	3. If the second criterion is met , there is evidence of an analysis of the implications of this	Met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i> . Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i> . Kinshasa:

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	performance information on the planning of new interventions (i.e., how new interventions in the planning stage need to be altered, or what new interventions should be developed in response to the performance information).		Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i>. Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [48]). <i>The FPMIS Corporate Country Monitoring Guide</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [41]). <i>FAO Results Dashboard Project initiation documentation</i>. Rome: Food and Agriculture Organization of the United Nations.
	4. If all above criteria are met , for at least half of the countries reviewed, there is evidence from country strategies or reports that new interventions have been introduced in response to performance information.	Not met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i>. Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO.
	5. If all above criteria are met , they are met for all countries reviewed.	Not met	FAO. (2013 [19]). <i>Bangladesh Country Programming Framework 2013 - 2019</i>. Dhaka: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/faobd/docs/Priorities/Bangladesh_CPF_Final_22_May_2011.pdf FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i>. Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i>. Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i>. Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [25]). <i>Country Programming Framework Tanzania January 2014 - June 2016</i>. Dar es Salaam:

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i> . Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO.
Overall Score MI 9.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.3 Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.	1. The MO has a process for reviewing the performance of its programmes, projects or initiatives.	Met	FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor(C 2013/5 B)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO. (n.d. [33]). <i>Results Monitoring on Projects and Programmes</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [34]). <i>Results-Based Monitoring and Reporting System Guidelines 2012-13 Biennium</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	2. There is evidence that the MO is implementing this process.	Met	FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor(C 2013/5 B)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO. (n.d. [33]). <i>Results Monitoring on Projects and Programmes</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [34]). <i>Results-Based Monitoring and Reporting System Guidelines 2012-13 Biennium</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	3. The MO has a specific process for reviewing poorly performing programmes, projects or initiatives	Met	FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor(C 2013/5 B)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO. (n.d. [33]). <i>Results Monitoring on Projects and Programmes</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [34]). <i>Results-Based Monitoring and Reporting System Guidelines 2012-13 Biennium</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			and Agriculture Organization of the United Nations. Provided by FAO.
	4. The MO has a way for following up on poorly performing programmes, projects or initiatives.	Not met	FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor(C 2013/5 B)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO. (n.d. [33]). <i>Results Monitoring on Projects and Programmes</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [34]). <i>Results-Based Monitoring and Reporting System Guidelines 2012-13 Biennium</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	5. There is evidence that changes to poorly performing programmes, projects or initiatives are being implemented.	Not met	FAO Programme Committee/Finance Committee. (2013 [03]). <i>Mid-term Review (MTR) Synthesis Report – 2012 (of the Programme of Work and Budget 2012-13) (PC 113/5 - FC 148/9)</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf715e.pdf FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor(C 2013/5 B)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf
Overall Score MI 9.3		Adequate ()	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.4 Evaluation recommendations reported to Executive Committee/Board are acted upon by the responsible units.	1. A policy or guidelines on evaluation in the MO exist and include the requirement that a management response, action plan and/or agreement be produced to identify accepted recommendations and state responsibilities and accountabilities for follow-up action.	Met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2013 [07]). <i>Piloting a new model of Follow-up reports to Management responses of evaluations</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	2. The MO's evaluation policy/guidelines	Met	FAO Office of Evaluation. (2013 [07]). <i>Piloting a new model of Follow-up reports to Management responses of evaluations</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	outline a process for tracking the implementation of accepted evaluation recommendations.		FAO Office of Evaluation. (2012 [06]). <i>Validation process of the Follow-up to the evaluation of FAO'S activities on capacity development in Africa, Final Report</i> . Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/me824eSup1.pdf FAO Programme Committee. (2013 [02]). <i>Follow-up to the Evaluation of FAO's role and work related to gender and development: Validation Report (PC 114/5 Sup.1)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi829e.pdf
	3. There is evidence that the management response, action plan and/or agreement accepting recommendations are presented to the executive management (head of the organisation) and/or governing body (Executive Board).	Met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf
	4. There is evidence that periodic reports on the status of implementation of these evaluation recommendations are presented and accepted by the MO's management or governing body.	Met	FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf FAO Programme Committee. (2013 [07]). <i>Validation of the Follow-up Report to the Management Response to the Evaluation of FAO's role and work in Nutrition</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi584e.pdf
	5. There is evidence that responsible units have taken the actions they committed to in the management response.	Met	FAO Programme Committee. (2013 [01]). <i>Follow-up to the Evaluation of FAO's role and work related to gender and development (PC 114/5)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi845e.pdf FAO Programme Committee. (2013 [02]). <i>Follow-up to the Evaluation of FAO's role and work related to gender and development: Validation Report (PC 114/5 Sup.1)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi829e.pdf FAO Programme Committee. (2012 [06]). <i>Follow-up to the Evaluation of FAO's Activities on Capacity Development in Africa [PC 112/INF/3]</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/me824fAdd1.pdf FAO Programme Committee. (2013 [02]). <i>Follow-up to the Evaluation of FAO's role and work related to gender and development: Validation Report (PC 114/5 Sup.1)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi829e.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi829e.pdf FAO Programme Committee. (2013 [08]). <i>Follow-up to the Evaluation of FAO's Role and Work in Nutrition (PC 114/4)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi387e.pdf FAO Programme Committee. (2013 [09]). <i>Validation of the Follow-up Report to the Management Response to the Evaluation of FAO's role and work in Nutrition (PC 114/4 Sup.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi584e.pdf FAO Programme Committee. (2012 [07]). <i>Follow-up to the Evaluation of FAO's Work Related to Water (PC 110/8 Sup.1)</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md330e01.pdf FAO Office of Evaluation. (2012 [07]). <i>Validation process of the Follow-up Report to the Evaluation of FAO's role and work related to Water</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md330e.pdf FAO Conference. (2014 [02]). <i>Programme Implementation Report 2012-13 Web Annex 4: Financial and Programmatic Results (C 2015/8)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548eW4.pdf
Overall Score MI 9.4		Strong (5)	In 2013, 80% of accepted evaluation recommendations had been implemented within the agreed timeframe, which represents a falls short of the target of 95% FAO had set for that year. Therefore, FAO could not be rated as best practice.

KPI 10. The MO manages human resources using methods to improve organisational performance

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 10.1 The MO uses results focused performance assessment systems (that also apply to senior staff) to make decisions on human resources.	1. There is evidence in the documents reviewed that a system is in place that requires performance assessments for all staff (including senior staff).	Met	FAO Finance Committee. (2012 [04]). <i>HR Strategic Framework and Action Plan 2012-13 (FC 143/8)</i>. Rome: Food and Agriculture Organization of the United Nations . Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Fin_Comm/Documents_FC_143/en/FC143-8.pdf FAO Finance Committee. (2012 [05]). <i>Progress Report on Implementation of the Human Resources Strategic Framework and Action Plan 2012-13 (FC 147/11)</i>. Rome: Food and Agriculture Organization of the United Nations . Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Fin_Comm/Documents_FC_147/en/FC147-11.pdf FAO. (n.d. [04]). <i>Performance Evaluation and Management System (PEMS)</i>. Rome: Food and Agricultural Organization of the United Nations. Provided by FAO. FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO. (2014 [33]). <i>Strengthening & Optimizing FAO Human Resources management: Human Resource Strategy, 2014-2015</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			FAO Finance Committee. (2014 [04]). <i>Progress Report on Implementation of the Human Resources Strategic Framework and Action Plan</i>. Rome: Food and Agriculture Organization of United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk210e.pdf FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO. (2014 [50]). FAO Policy on Performance Appraisal - Draft. Rome: Food and Agriculture Organization of the United Nations. FAO. (n.d. [05]). Performance Evaluation and Management System (PEMS) Rebuttal Procedure. Rome: Food and Agriculture Organization of United Nations.
	2. There is evidence of compliance with the performance assessment system. In other words, there are management indicators or documents (e.g. newsletters, reports, etc.) that monitor/comment on the application of the performance assessment system.	Met	FAO Finance Committee. (2012 [05]). <i>Progress Report on Implementation of the Human Resources Strategic Framework and Action Plan 2012-13 (FC 147/11)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Fin_Comm/Documents_FC_147/en/FC147-11.pdf FAO. (n.d. [04]). <i>Performance Evaluation and Management System (PEMS)</i>. Rome: Food and Agricultural Organization of the United Nations. Provided by FAO.
	3. There is evidence that the results of staff performance assessment are codified and stored in personnel files.	Met	Ibidem
	4. There is evidence that the performance assessment of staff is used to make decisions on staff, for instance with regard to promotion (i.e., advancing from one	Met	FAO. (n.d. [05]). <i>Performance Evaluation and Management System (PEMS) Rebuttal Procedure</i>. Rome: Food and Agriculture Organization of United Nations. Provided by FAO FAO Finance Committee. (2012 [05]). <i>Progress Report on Implementation of the Human Resources Strategic Framework and Action Plan 2012-13 (FC 147/11)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Fin_Comm/Documents_FC_147/en/FC147-11.pdf FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome:

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	grade to the next) or dismissal, incentives, rewards, etc.		Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip
	5. A review, evaluation, or other document comments positively on the performance assessment system and on use of this system for decision-making.	Not Met	FAO. (NA [1]). <i>Performance Evaluation and Management System (PEMS)</i> . Rome: Food and Agricultural Organization of the United Nations. Provided by FAO. UN. (2013 [01]). <i>Performance Management - How Can the United Nations Improve?</i> Rome: United Nations. Provided by FAO. FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf
Overall Score MI 10.1		Adequate (4)	Given the newness of the system and the fact that reforms of the PEMS are still ongoing, this micro-indicator was rated adequate.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 10.2 There is a transparent system in place to manage staff performance	1. There is evidence either in a human resources policy or through other documents that the MO has a system for managing staff performance (see MI 10.1) that is operational.	Met	FAO Finance Committee. (2012 [04]). <i>HR Strategic Framework and Action Plan 2012-13 (FC 143/8)</i> . Rome: Food and Agriculture Organization of the United Nations . Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Fin_Comm/Docs/FC_143/en/FC143-8.pdf FAO. (n.d. [04]). <i>Performance Evaluation and Management System (PEMS)</i> . Rome: Food and Agricultural Organization of the United Nations. Provided by FAO. FAO Finance Committee. (2014 [12]). <i>Progress Report on Implementation of the Human Resources Strategic Framework and Action Plan</i> . Rome: Food and Agriculture Organization of United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk210e.pdf
	2. If the first criterion is met , documents describe the approach to creating performance assessments and the content of those	Met	FAO. (n.d. [06]). <i>PEMS Quick Guide for Supervisors</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [07]). <i>PEMS Quick Guide for Staff Member</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2009 [02]). <i>PEMS Workshop Participants Guide</i> . Rome: Food and Agriculture Organization. Provided by FAO

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	assessments.		
	3. If the first criterion is met , there is an explicit policy or strategy (HR or otherwise) that summarises the aims of the performance assessment system.	Met	FAO. (2009 [02]). <i>PEMS Workshop Participants Guide</i>. Rome: Food and Agriculture Organization. Retrieved from http://www.fao.org/docrep/012/i1458e/i1458e00.pdf FAO Finance Committee. (2012 [04]). <i>HR Strategic Framework and Action Plan 2012-13 (FC 143/8)</i>. Rome: Food and Agriculture Organization of the United Nations . Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Fin_Comm/Documents_FC_143/en/FC143-8.pdf FAO Finance Committee. (2012 [05]). <i>Progress Report on Implementation of the Human Resources Strategic Framework and Action Plan 2012-13 (FC 147/11)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Fin_Comm/Documents_FC_147/en/FC147-11.pdf
	4. There is a clear reference in a policy or strategy to the way that the MO motivates staff to improve their performance.	Met	FAO. (2014 [33]). <i>Strengthening & Optimizing FAO Human Resources management: Human Resource Strategy, 2014-2015</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Finance Committee. (2012 [05]). <i>Progress Report on Implementation of the Human Resources Strategic Framework and Action Plan 2012-13 (FC 147/11)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Fin_Comm/Documents_FC_147/en/FC147-11.pdf FAO Finance Committee. (2014 [04]). <i>Progress Report on Implementation of the Human Resources Strategic Framework and Action Plan (FC 154/11)</i> Rome: Food and Agriculture Organization of United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk210e.pdf FAO. (2013 [14]). <i>Learning and Development</i>, 2013 Activity Report. Rome: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO Finance Committee (Nov. 2014). <i>Progress Report on Implementation of the Human Resources Strategic Framework and Action Plan</i>. (FC 156/10) Rome: Food and Agriculture Organization of United Nations. Retrieved from http://www.fao.org/3/a-ml654e.pdf FAO. (n.d. [45]). <i>Proposal for an FAO Recognition, Rewards and Performance Improvement Policy</i>. Rome: Food and Agriculture Organization of the United Nations
	5. There is a review or evaluation that comments positively on the performance management system and MO transparency in human resources decisions, specifically with regards to incentives.	Not met	FAO Finance Committee. (2014 [12]). <i>Progress Report on Implementation of the Human Resources Strategic Framework and Action Plan</i>. Rome: Food and Agriculture Organization of United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk210e.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
Overall Score MI 10.2		Adequate (4)	Given the policy on recognition, reward and performance will not be implemented until 2015, FAO was rated as adequate on this micro-indicator

KPI 11. Country/regional programming processes are performance oriented

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 11.1 Prior to approval, new initiatives are subject to appropriate analysis (gender, environmental, cost-benefit, etc.)	1. There is a policy that requires appropriate analysis (e.g. gender, environmental, cost-benefit, risk analysis, etc.) to be conducted prior to initiating new programmes/projects/initiatives.	Met	FAO. (2012 [01]). <i>Guide to the Project Cycle: Quality for Results</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap105e/ap105e.pdf FAO. (2011 [09]). <i>Environmental impact assessment: guidelines for FAO field projects</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/i2802e/i2802e.pdf FAO. (2013 [02]). <i>FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/017/i3205e/i3205e.pdf
	2. There are guidelines for staff on the types of analysis to be carried out.	Met	FAO. (2012 [01]). <i>Guide to the Project Cycle: Quality for Results</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap105e/ap105e.pdf FAO. (2011 [09]). <i>Environmental impact assessment: guidelines for FAO field projects</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/i2802e/i2802e.pdf FAO. (2013 [02]). <i>FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/017/i3205e/i3205e.pdf
	3. There is evidence that the MO's staff are informed about and trained on the guidelines.	Met	FAO. (2001 [01]). <i>Field Programme Management Information System (FPMIS)</i> . Retrieved March 21, 2014, from FAO Technical Cooperation Department: https://extranet.fao.org/fpmis/fpmis.htm?FILTER=&FPCTR=KE&TRX=BuildCountryProfile FAO. (2012 [01]). <i>Guide to the Project Cycle: Quality for Results</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap105e/ap105e.pdf FAO. (2011 [09]). <i>Environmental impact assessment: guidelines for FAO field projects</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/i2802e/i2802e.pdf FAO. (2013 [02]). <i>FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/017/i3205e/i3205e.pdf
	4. There is evidence that the guidelines	Not Met	FAO. (2001 [01]). <i>Field Programme Management Information System (FPMIS)</i> . Retrieved March 21, 2014, from FAO Technical Cooperation Department:

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	are implemented.		https://extranet.fao.org/fpmis/fpmis.htm?FILTER=&FPCTR=KE&TRX=BuildCountryProfile
	5. There is evidence that appropriate analyses are used for decision-making in the sample of projects/initiatives reviewed.	Not Met	FAO Technical Cooperation Department. Field Programme Management Information System (FPMIS) https://extranet.fao.org/fpmis/fpmis.htm?FILTER=&FPCTR=KE&TRX=BuildCountryProfile FAO. (2012 [01]). <i>Guide to the Project Cycle: Quality for Results</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/ap105e/ap105e.pdf FAO. (2011 [09]). <i>Environmental impact assessment: guidelines for FAO field projects</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/016/i2802e/i2802e.pdf FAO. (2013 [02]). <i>FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/017/i3205e/i3205e.pdf
Overall Score MI 11.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 11.2 Milestones / targets are set to rate the progress of (project) implementation	1. At least two of the project implementation plans or other work plans sampled in each of the six assessed countries contain a description of milestones and/or targets for project/programme implementation.	Met	FAO. (2011 [10]). <i>Improving Food Security and Market Linkages for Smallholders in Otdar Meanchey and Preah Vihear Provinces in Cambodia. Annex 1: Description of the Action</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [08]). <i>Enhancing community-based forest management and utilization for the improvement of rural livelihoods in Cambodia (GCP/CMB/034/SPA)</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [39]). <i>Protecting and Promoting Food Security and Nutrition for Families and Children in Bangladesh</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [17]). <i>Improving Food Security in Bangladesh</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [09]). <i>Contribution technique au développement d'une stratégie REDD en RD Congo</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [10]). <i>Agribusiness Support for Smallholders (AbsSS) Project</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [40]). <i>Increased productivity and profitability of small holder farmers through promotion and up – scaling of GAP & CA in productive Semi-Arid areas of Kenya (IPP-GAP)</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [41]). <i>Emergency assistance for the control of the Red Locust outbreak</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [41]). <i>Emergency assistance for the control of the Red Locust outbreak</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			FAO. (2007 [03]). <i>Fortalecimiento de Organizaciones Indígenas y Apoyo al Rescate de productos Tradicionales en Zonas Altoandinas de Bolivia, Ecuador y Perú</i> . n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO.
	2. If the first criterion is met, baseline values have been established for each indicator used to measure the progress of project/programme implementation in most of these plans.	Not met	FAO. (2011 [10]). <i>Improving Food Security and Market Linkages for Smallholders in Otdar Meanchey and Preah Vihear Provinces in Cambodia. Annex 1: Description of the Action</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [08]). <i>Enhancing community-based forest management and utilization for the improvement of rural livelihoods in Cambodia (GCP/CMB/034/SPA)</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [39]). <i>Protecting and Promoting Food Security and Nutrition for Families and Children in Bangladesh</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [17]). <i>Improving Food Security in Bangladesh</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [09]). <i>Contribution technique au développement d'une stratégie REDD en RDCongo</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [10]). <i>Agribusiness Support for Smallholders (AbsSS) Project</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [40]). <i>Increased productivity and profitability of small holder farmers through promotion and up – scaling of GAP & CA in productive Semi-Arid areas of Kenya (IPP-GAP)</i>.n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [41]). <i>Emergency assistance for the control of the Red Locust outbreak</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [41]). <i>Emergency assistance for the control of the Red Locust outbreak</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2007 [03]). <i>Fortalecimiento de Organizaciones Indígenas y Apoyo al Rescate de productos Tradicionales en Zonas Altoandinas de Bolivia, Ecuador y Perú</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO
	3. If the first criterion is met, the milestones/targets provided are appropriate to the activities described in most of these plans.	Met	FAO. (2011 [10]). <i>Improving Food Security and Market Linkages for Smallholders in Otdar Meanchey and Preah Vihear Provinces in Cambodia. Annex 1: Description of the Action</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [08]). <i>Enhancing community-based forest management and utilization for the improvement of rural livelihoods in Cambodia (GCP/CMB/034/SPA)</i>.n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [39]). <i>Protecting and Promoting Food Security and Nutrition for Families and Children in Bangladesh</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [17]). <i>Improving Food Security in Bangladesh</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			FAO. (2010 [09]). <i>Contribution technique au développement d'une stratégie REDD en RDCongo</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [10]). <i>Agribusiness Support for Smallholders (AbsSS) Project</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [40]). <i>Increased productivity and profitability of small holder farmers through promotion and up – scaling of GAP & CA in productive Semi-Arid areas of Kenya (IPP-GAP)</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [41]). <i>Emergency assistance for the control of the Red Locust outbreak</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [41]). <i>Emergency assistance for the control of the Red Locust outbreak</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2007 [03]). <i>Fortalecimiento de Organizaciones Indígenas y Apoyo al Rescate de productos Tradicionales en Zonas Altoandinas de Bolivia, Ecuador y Perú</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO.
	4. If the first criterion is met, dates are established for the milestones/targets in more than half of these plans.	Met	FAO. (2011 [10]). <i>Improving Food Security and Market Linkages for Smallholders in Otdar Meanchey and Preah Vihear Provinces in Cambodia. Annex 1: Description of the Action</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [08]). <i>Enhancing community-based forest management and utilization for the improvement of rural livelihoods in Cambodia (GCP/CMB/034/SPA)</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [39]). <i>Protecting and Promoting Food Security and Nutrition for Families and Children in Bangladesh</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [17]). <i>Improving Food Security in Bangladesh</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [09]). <i>Contribution technique au développement d'une stratégie REDD en RDCongo</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [10]). <i>Agribusiness Support for Smallholders (AbsSS) Project</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [40]). <i>Increased productivity and profitability of small holder farmers through promotion and up – scaling of GAP & CA in productive Semi-Arid areas of Kenya (IPP-GAP)</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [41]). <i>Emergency assistance for the control of the Red Locust outbreak</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [41]). <i>Emergency assistance for the control of the Red Locust outbreak</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2007 [03]). <i>Fortalecimiento de Organizaciones Indígenas y Apoyo al Rescate de productos Tradicionales en Zonas Altoandinas de Bolivia, Ecuador y Perú</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Nations. Provided by FAO.
	5. If all above criteria are met, they are met for all project implementation plans or other work plans sampled.	Not met	FAO. (2011 [10]). <i>Improving Food Security and Market Linkages for Smallholders in Otdar Meanchey and Preah Vihear Provinces in Cambodia. Annex 1: Description of the Action</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [08]). <i>Enhancing community-based forest management and utilization for the improvement of rural livelihoods in Cambodia (GCP/CMB/034/SPA)</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [39]). <i>Protecting and Promoting Food Security and Nutrition for Families and Children in Bangladesh</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [17]). <i>Improving Food Security in Bangladesh</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [09]). <i>Contribution technique au développement d'une stratégie REDD en RDCongo</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2010 [10]). <i>Agribusiness Support for Smallholders (AbsSS) Project</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [40]). <i>Increased productivity and profitability of small holder farmers through promotion and up – scaling of GAP & CA in productive Semi-Arid areas of Kenya (IPP-GAP)</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [41]). <i>Emergency assistance for the control of the Red Locust outbreak</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [41]). <i>Emergency assistance for the control of the Red Locust outbreak</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2007 [03]). <i>Fortalecimiento de Organizaciones Indígenas y Apoyo al Rescate de productos Tradicionales en Zonas Altoandinas de Bolivia, Ecuador y Perú</i>. n.a.: Food and Agriculture Organization of the United Nations. Provided by FAO.
Overall Score MI 11.2		Adequate (4)	

KPI 12. The MO delegates decision-making authority and staff accordingly (to the country or other levels)

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 12.2 Aid reallocation decisions can be made locally.	1. An organisation-wide policy or guidelines exist, are corporately approved, and describe decision-making authorities at different levels within	Met	FAO. (2009 [04]). <i>TCP Manual. Managing the decentralized Technical Cooperation Programme</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/tc/tcp/

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	the organisation.		
	2. If the first criterion is met , this policy/guidelines or other documents provide sufficient evidence of the level of autonomy available at the country level (or other local level as appropriate) regarding project-related decision making processes, and the staffing arrangements to support that, as appropriate.	Met	FAO. (2009 [04]). <i>TCP Manual. Managing the decentralized Technical Cooperation Programme</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/tc/tcp/
	3. If the first two criteria are met , in the documents available, it is possible to identify the parameters within which the local level, project/programming -related decisions do not require central level approval.	Met	FAO. (2009 [04]). <i>TCP Manual. Managing the decentralized Technical Cooperation Programme</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/tc/tcp/
	4. There is evidence that the organisation has made efforts to improve delegation of aid reallocation decision-making to the country or other relevant levels.	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	5. An operational review/evaluation of the MO comments positively on progress in the delegation of aid reallocation decision making authority to the country or other relevant level.	Not met	FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i>. Rome: Food and Agricultural Organization of the United Nations. Provided by FAO. FAO Programme Committee. (2013 [04]). <i>Evaluation of FAO's Regional and Subregional Offices for Europe and Central Asia - Management response (PC 113/3 Sup.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf581eSup1.pdf FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2011 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices in the Near East (PC 106/5 – FC 138/22)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/021/ma144e.pdf
Overall Score MI 12.1		Adequate (4)	Parameters for aid reallocation are clear for TCP resources but not for voluntary contributions; therefore, FAO was rated adequate even though four out of five criteria were met.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 12.3 New programmes/projects can be approved locally within a budget cap.	1. An organisation-wide policy or guidelines exist, are corporately approved, and describe decision-making authorities for new programmes/projects.	Met	FAO Council. (2011 [01]). <i>Vision for the Structure and Functioning of Decentralized Offices (CL 141/15)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/021/ma546e.pdf FAO Programme Committee/Finance Committee. (2011 [03]). <i>Actions arising from the Vision for the Structure and Functioning of FAO's Decentralized Offices Network (JM 2011.2/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/024/mc046e.pdf FAO Council. (2012 [10]). <i>Key Actions Related to Decentralization and Improved Delivery of FAO Services at Country Level - Implementation Plan (CL 144/15 Web Annex)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md901e01.pdf
	6. If the first criterion is met, this policy or other documents provide sufficient evidence of the types	Met	FAO. (2009 [04]). <i>TCP Manual. Managing the decentralized Technical Cooperation Programme</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/tc/tcp/ FAO Programme Committee/Finance Committee. (2011 [02]). <i>Additional Information on Delegation of HR Management, Financial Management and Procurement from Headquarters to Decentralized Offices (JM 2011.1/Information Note)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	of decisions about new initiatives (plans, projects, programs) that can be made at the country level (or other local level as appropriate).		http://www.fao.org/docrep/meeting/021/ma658E.pdf
	2. If the first two criteria are met , in the documents available, it is possible to identify the parameters (e.g. budget ceilings or allocations) within which the local level does not require central level approval prior to making decisions on new initiatives.	Met	FAO. (2009 [04]). <i>TCP Manual. Managing the decentralized Technical Cooperation Programme</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/tc/tcp/ FAO Programme Committee/Finance Committee. (2011 [02]). <i>Additional Information on Delegation of HR Management, Financial Management and Procurement from Headquarters to Decentralized Offices (JM 2011.1/Information Note)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/021/ma658E.pdf
	3. The organisation has made efforts to improve delegation of decision-making to the country or other relevant levels.	Met	FAO Programme Committee/Finance Committee. (2011 [02]). <i>Additional Information on Delegation of HR Management, Financial Management and Procurement from Headquarters to Decentralized Offices (JM 2011.1/Information Note)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/021/ma658E.pdf FAO Council. (2011 [01]). <i>Vision for the Structure and Functioning of Decentralized Offices (CL 141/15)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/021/ma546e.pdf FAO Programme Committee/Finance Committee. (2013 [02]). <i>Report on structure and functioning of decentralized offices network (JM 2013.2/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi568e.pdf FAO. (2012 [11]). <i>Envoy, OSD Newsletter, 4th quarter 2012</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from https://coin.fao.org/coin-static/cms/media/16/13655821392620/envoydec2012.pdf
	4. An operational review/evaluation of the MO comments positively on progress in the delegation of	Not met	FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America</i>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	authority to the country or other relevant level.		<i>and the Caribbean</i>. Rome: Food and Agricultural Organization of the United Nations. Provided by FAO. FAO Programme Committee. (2013 [04]). <i>Evaluation of FAO's Regional and Subregional Offices for Europe and Central Asia - Management response (PC 113/3 Sup.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf581eSup1.pdf FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2011 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices in the Near East (PC 106/5 – FC 138/22)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/021/ma144e.pdf
Overall Score MI 12.3		Adequate (4)	FAO Representatives have delegated authority to approve TCP projects within a budget cap but not to make decisions over projects financed by voluntary contributions. Therefore, FAO was rated as adequate.

KPI 13. The MO has the necessary practices and systems to work in emergencies

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 13.1 The MO has capacity for emergency preparedness.	1. The organisation-wide strategic plan identifies emergency preparedness as an area of focus.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf FAO Conference. (2013 [07]). <i>Annex XII: Strategic Objectives Action Plans</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e01.pdf FAO. (n.d. [34]). <i>FAO New Strategic Objective 5: Increase the resilience of livelihoods to threats and crises</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [37]). <i>Results Chain Strategic Objective 5: Increase the Resilience of livelihoods to threats and crises</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2012 [16]). <i>Strategic Objective (SO) 5: Increase the resilience of livelihoods to threats and crises</i>. Draft. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	2. If criterion 1 is met , the organisation-wide strategic framework contains results statements on emergency preparedness.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf
	3. The organisation has integrated institutional systems and associated capacities (e.g.,	Met	FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf FAO. (2014 [34]). <i>Funding</i>. Retrieved March 21, 2014, from FAO in emergencies:

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	budgeting, technical departments, trained human resources, guidelines, etc.) for emergency preparedness.		http://www.fao.org/emergencies/about/funding/en/ FAO Finance Committee. (2013 [11]). <i>Annual Report on the Special Fund for Emergency and Rehabilitation Activities (FFC 151/10)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi400E.pdf FAO Office of Evaluation. (2013 [04]). <i>Evaluation of FAO's role and work in Disaster Risk Reduction in Asia and in Latin America and the Caribbean</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20work%20in%20DRR_2013_ER.zip FAO. (2014 [35]). <i>Plans of Action</i> . Retrieved March 21, 2014, from FAO in emergencies: http://www.fao.org/emergencies/resources/documents/plans-of-action/en/ FAO Programme Committee. (2013 [06]). <i>Follow-up to the Evaluation of FAO's work through the Central Emergency Response Fund (CERF) (PC 113/INF/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf981e.pdf FAO. (2013 [44]). <i>FAO Emergency Preparedness: Contingency planning guide for country and regional offices</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [37]). <i>Guidance Note - Striving for gender equality in emergencies</i> . Retrieved March 21, 2014, from FAO in Emergencies: http://www.fao.org/emergencies/resources/documents/resources-detail/en/c/198364/ FAO. (2013 [42]). <i>TCE Structure and teams</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	4. The organisation has defined accountability mechanisms to ensure monitoring and continuous improvement of emergency preparedness across the organisation (feedback loops).	Met	FAO. (2014 [36]). <i>FAO Handbook for Emergency Preparedness and Response</i> . Draft. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [46]). <i>FAO Emergency Preparedness Framework</i> . Version 1: Background and overview. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip
	5. An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to promoting	Not met	FAO Office of Evaluation. (2013 [04]). <i>Evaluation of FAO's role and work in Disaster Risk Reduction in Asia and in Latin America and the Caribbean</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20work%20in%20DRR_2013_ER.zip

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	emergency preparedness.		
Overall Score MI 13.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 13.2 The MO has capacity for early recovery following an emergency.	1. The organisation-wide strategic plan identifies early recovery following an emergency as an area of focus.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf
	2. If criterion 1 is met , the organisation-wide strategic framework contains results statements on early recovery following an emergency.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf
	3. The organisation has integrated institutional systems and associated capacities (e.g., budgeting, technical departments, trained human resources, guidelines, etc.) for early recovery following an emergency.	Met	FAO Office of Evaluation. (2013 [04]). <i>Evaluation of FAO's role and work in Disaster Risk Reduction in Asia and in Latin America and the Caribbean</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20work%20in%20DRR_2013_ER.zip FAO Finance Committee. (2013 [11]). <i>Annual Report on the Special Fund for Emergency and Rehabilitation Activities (FFC 151/10)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi400E.pdf FAO Programme Committee. (2011 [07]). <i>Evaluation of FAO's Work through the Central Emergency Response Fund (CERF) (PC 106/4)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Progr_Comm/PC_106-documents/PC106-4CERF-Evaluation-compiledMA122E.pdf FAO Programme Committee. (2013 [06]). <i>Follow-up to the Evaluation of FAO's work through the Central Emergency Response Fund (CERF) (PC 113/INF/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf981e.pdf FAO Office of Evaluation. (2012 [10]). <i>FAO's effectiveness at country level: A synthesis of evaluations in countries with major emergency and rehabilitation programmes (Ethiopia, Zimbabwe and Haiti), Final report</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://www.fao.org/docrep/meeting/025/mD469E.pdf FAO. (2013 [07]). <i>Transitional programming: FAO in emergencies</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/emergencies/docs/Guidance%20Note%20Transitions.pdf
	4. The organisation has defined accountability mechanisms to ensure monitoring and continuous improvement of the organisation's work in early recovery following an emergency (feedback loops).	Met	FAO Finance Committee. (2013 [11]). <i>Annual Report on the Special Fund for Emergency and Rehabilitation Activities (FFC 151/10)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi400E.pdf FAO Office of Evaluation. (2012 [10]). <i>FAO's effectiveness at country level: A synthesis of evaluations in countries with major emergency and rehabilitation programmes (Ethiopia, Zimbabwe and Haiti), Final report</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/mD469E.pdf
	5. An organisation-wide evaluation or review has been undertaken and illustrates progress in the organisation's work in early recovery following an emergency.	Met	FAO Programme Committee. (2011 [07]). <i>Evaluation of FAO's Work through the Central Emergency Response Fund (CERF) (PC 106/4)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/bodies/Progr_Comm/PC_106-documents/PC106-4CERF-Evaluation-compiledMA122E.pdf FAO Programme Committee. (2013 [06]). <i>Follow-up to the Evaluation of FAO's work through the Central Emergency Response Fund (CERF) (PC 113/INF/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf981e.pdf FAO Office of Evaluation. (2014 [03]). <i>Evaluation of FAO's Role in Support of Crop Production, Final Report</i> . Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/about/how-we-work/evaluation/documents-and-reports/en/?page=3&ipp=10&tx_dynalist_pi1%5Bpar%5D=YToxOntzOjE6IkwiO3M6MToiMCI7fQ%3D%3D FAO Office of Evaluation. (2014 [09]). <i>Evaluation of FAO's Contribution in Crisis-related Transition – Linking Relief to Development</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Transition%20Evaluation_2014_ER.zip
Overall Score MI 13.2		Strong (5)	Even though evaluations do demonstrated notable progress, they still note certain areas for improvement and, as such, the organisation was not rated best practice (very strong)

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 13.3 The MO respects humanitarian principles while working in emergencies.	1. The MO's organisation-wide strategy includes reference to the humanitarian principles.		FAO. (2014 [36]). <i>FAO Handbook for Emergency Preparedness and Response. Draft</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	2. A policy, strategy or guidance note includes definitions of all four key concepts (humanity, impartiality, neutrality, and operational independence).		FAO. (2014 [36]). <i>FAO Handbook for Emergency Preparedness and Response. Draft</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2014 [09]). Evaluation of FAO's Contribution in Crisis-related Transition – Linking Relief to Development. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Transition%20Evaluation_2014_ER.zip
	3. The MO provides clear written instruction or guidance on the application of the principles in humanitarian or conflict-related situations.		
	4. The MO's documents establish clear accountabilities for action in the application of the principles in humanitarian or conflict-related situations.		
	5. There is evidence that the MO monitors its application of the humanitarian principles.		

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
Overall Score MI 13.3		White diamond (◊)	

PERFORMANCE AREA III – RELATIONSHIP MANAGEMENT

KPI 14. The MO coordinates and directs its development cooperation at the country level in support of agreed national plans or partner plans

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 14.2 Statements of expected results consistent with those in national development strategies and UNDAF, as appropriate.	1. At least half of the country strategies make reference to the country's national development strategies, as applicable.	Met	FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i> . Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [19]). <i>Bangladesh Country Programming Framework</i> . Dhaka: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i> . Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i> . Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i> . Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO.
	2. At least half of the country strategies make reference to the UNDAF, as applicable.	Met	FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i> . Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [19]). <i>Bangladesh Country Programming Framework</i> . Dhaka: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i> . Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i> . Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i> . Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO.
	3. At least half of the country strategies link the results statements to national goals and/or UNDAF objectives as	Met	FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i> . Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [19]). <i>Bangladesh Country Programming Framework</i> . Dhaka: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i> . Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	applicable.		FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i> . Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i> . Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO.
	4. All the country strategies note how the intended results are aligned with national development strategies and UNDAF as appropriate.	Met	FAO. (2010 [06]). <i>National Medium-Term Priority Framework 2011-2015 Cambodia</i> . Cambodia: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [19]). <i>Bangladesh Country Programming Framework</i> . Dhaka: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [20]). <i>Cadre de Programmation Pays 2013 - 2017 République Démocratique du Congo</i> . Kinshasa: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [21]). <i>Marco Nacional de Prioridades para la Asistencia Técnica de la FAO en Ecuador</i> . Quito: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [22]). <i>FAO Country Programming Framework for Kenya 2013-2017</i> . Nairobi: Food and Agriculture Organization of the United Nations. Provided by FAO.
	5. Evidence from country-level evaluations or external reviews confirms that the MO's strategy is aligned or consistent with national development strategies and UNDAF, as appropriate.	Met	FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i> . Rome: Food and Agricultural Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
Overall Score MI 14.2		Very strong (6)	

KPI 18. The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc), as appropriate

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 18.1 The MO coordinates planning, programming, monitoring and reporting with other partners.	1. In the sample of countries under review, country strategies, UNDAF, or other documents provide evidence of the MO's joint planning with other development partners (such as other members of UNCT).	Met	Gapare, N. W. (2013 [01]). <i>Final Evaluation of the UN-REDD Tanzania national programme</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/REVISED_UNJPURT238UNJ_2013_ER.pdf Noij, F. (2013 [01]). <i>Final Evaluation, Joint Programme for Children, Food Security and Nutrition in Cambodia</i>. New York: MDG Achievement Fund. Retrieved from http://www.mdgfund.org/sites/default/files/Cambodia%20-%20Nutrition%20-%20Final%20Evaluation%20Report.pdf FAO. (2012 [03]). <i>A Guide to the formulation of the Country Programming Framework (CPF)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/TC/CPF/Guidelines/CPFGuidelines.pdf
	2. In the sample of countries under review, country strategies, UNDAF or other documents provide evidence of the organisation's participation in joint programmes with other development partners (such as other members of UNCT).	Met	UN-REDD. (2009 [01]). <i>UN-REDD Programme Regions and Partners Countries</i>. Retrieved July 21, 2014, from UN-REDD: http://www.un-redd.org/Partner_Countries/tabid/102663/Default.aspx UN-REDD. (2014 [01]). <i>External Evaluation of the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (the UN-REDD Programme)</i>. United Nations. Provided by FAO.
	3. The MO's organisation-wide strategies, workplans, reports, or other documents provide evidence that it monitors efforts to coordinate and/or harmonise with other partners at the organisation-wide level.	Met	UN. (n.d. [01]). <i>UN Women: Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in the context of sustainable development and the post MDGs +15</i>. Retrieved July 31, 2014, from Sustainable development. Knowledge platform: http://sustainabledevelopment.un.org/index.php?page=view&type=1006&menu=1348&nr=411 MDG-F. (2013 [01]). <i>Children, Food Security and Nutrition – MDG-F Thematic Study: Review of Key Findings and Achievements</i>. New York: MDG Achievement Fund. Retrieved from http://www.mdgfund.org/sites/all/themes/custom/undp_2/docs/thematic_studies/English/full/Nutrition_Thematic%20Study.pdf MDG-F. (n.d. [01]). <i>About Us</i>. Retrieved July 31, 2014, from MDG Achievement Fund: http://www.mdgfund.org/aboutus FAO. (2010 [02]). <i>Guidance on how to address decent rural employment in FAO country activities</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://www.fao.org/docrep/013/i1937e/i1937e.pdf FAO and ILO. (2013 [02]). <i>Food, Agriculture and Decent Work</i> . Retrieved July 21, 2014, from Food, Agriculture and Decent Work: ILO & FAO Working Together: http://www.fao-ilo.org/fao-ilo-home/fil/?no_cache=1
	4. The MO's country strategies, workplans, reports, or other documents provide evidence that it monitors efforts to coordinate and/or harmonise with other partners at the country level.	Not met	Downs, C. (2013 [01]). <i>Joint Programme Mechanism Review. Consolidate Final Report (Final Draft Report)</i> . New York: United Nations Development Group. Retrieved from http://www.undg.org/docs/12807/JP%20Mechanism%20Review%20-%20Consolidated%20Final%20Report%20-%204%20Feb%202013.pdf
	5. Evaluations or reviews of the MO's work (corporate and country levels) tend to comment favourably on the organisation's efforts to coordinate and harmonise efforts with others.	Met	WFP. (2014 [02]). <i>Publications: FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action. Terms of Reference</i> . Retrieved July 31, 2014, from World Food Programme: http://www.wfp.org/content/faowfp-joint-evaluation-food-security-cluster-coordination-humanitarian-action-terms-referen FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i> . Rome: Food and Agriculture Organization of the United Nations . Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2012 [03]). <i>Evaluation of FAO's support to the implementation of the Code of Conduct for Responsible Fisheries</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/FAOs%20support%20to%20the%20Implementation%20of%20the%20Code%20of%20Conduct%20for%20Responsible%20Fisheries_2012_ER.zip UN-REDD. (2014 [01]). <i>External Evaluation of the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (the UN-REDD Programme)</i> . United Nations. Provided by FAO.
Overall Score MI 18.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 18.4 The MO contributes actively to inter-agency plans and appeals (e.g. consolidated appeals, annual programming exercises).	1. There is evidence in the documents consulted that the MO participates in the development of consolidated appeals in countries where it works in emergencies.	Met	FAO. (2014 [38]). <i>Consolidated Appeals: Documents List</i> . Retrieved July 21, 2014, from FAO in emergencies: http://www.fao.org/emergencies/resources/documents/consolidated-appeals/en/ FAO. (2013 [43]). <i>Preparation for the Consolidated Appeal Process 2014 - 2014 Strategic Response Planning</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (n.d. [38]). <i>Urgent Appeal. FAO's role in the Yemen Humanitarian Response Plan (2014-2015)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/emergencies/docs/Yemen%20appeal%2025Feb14.pdf
	2. There is evidence in the documents that the MO is actively engaged in the inter-agency process of needs mapping.	Met	FAO. (2014 [38]). <i>Consolidated Appeals: Documents List</i> . Retrieved July 21, 2014, from FAO in emergencies: http://www.fao.org/emergencies/resources/documents/consolidated-appeals/en/
	3. The sample of reviewed consolidated appeals shows that clearly defined responsibilities have been assigned to the MO based on priority needs and the MO's comparative advantages.	Met	FAO. (2014 [38]). <i>Consolidated Appeals: Documents List</i> . Retrieved July 21, 2014, from FAO in emergencies: http://www.fao.org/emergencies/resources/documents/consolidated-appeals/en/ FAO. (2013 [43]). <i>Preparation for the Consolidated Appeal Process 2014 - 2014 Strategic Response Planning</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	4. There is evidence that the MO does its utmost to inform the donor community of caseload needs (for those responsibilities it has been assigned in the consolidated appeal documents).	Not met	FAO. (2014 [38]). <i>Consolidated Appeals: Documents List</i> . Retrieved July 21, 2014, from FAO in emergencies: http://www.fao.org/emergencies/resources/documents/consolidated-appeals/en/ FAO. (2013 [43]). <i>Preparation for the Consolidated Appeal Process 2014 - 2014 Strategic Response Planning</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	5. There is evidence that the MO monitors its contribution towards the	Not met	FAO. (2014 [38]). <i>Consolidated Appeals: Documents List</i> . Retrieved July 21, 2014, from FAO in emergencies: http://www.fao.org/emergencies/resources/documents/consolidated-appeals/en/

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	achievement of outputs for which it has been assigned responsibility in consolidated appeal documents.		
Overall Score MI 18.4		Adequate (4)	

KPI 19. The MO participates in the cluster system and dedicates sufficient resources for cluster management when it is a cluster lead or co-lead for humanitarian assistance

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 19.5 The MO has effective practices and systems in place to act as a cluster lead or co-lead	1. The MO has allocated appropriate resources (i.e. staffing, funding and technical expertise) to assume cluster leadership.	Not met	FSC. (2013 [01]). <i>Food Security Cluster Annual Report 2012</i>. n.a.: Food Security Cluster. Retrieved from http://foodsecuritycluster.net/sites/default/files/Food%20Security%20Cluster%202012%20Annual%20Report.pdf FSC. (n.d. [01]). <i>Global Food Security Cluster 2013-2014 Strategic Plan</i>. Rome: Food Security Cluster. Provided by FAO. FSC. (2011 [01]). <i>Terms of Reference global Food Security Cluster (gFSC) and the Global Support Team (GST)</i>. Draft. n.a.: Food Security Cluster. Provided by FAO. FAO Office of Evaluation. (2014 [09]). <i>Evaluation of FAO's Contribution in Crisis-related Transition – Linking Relief to Development</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Transition%20Evaluation_2014_ER.zip FAO Office of Evaluation. (2014 [08]). <i>FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action - Evaluation Report</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/FSC%20evaluation%20report%20final%20OED%20Website.pdf
	2. The MO has developed guidance (i.e. standards, policies, and best practice documents) for the global clusters which it leads/co-leads.	met	FSC. (2013 [01]). <i>Food Security Cluster Annual Report 2012</i>. n.a.: Food Security Cluster. Retrieved from http://foodsecuritycluster.net/sites/default/files/Food%20Security%20Cluster%202012%20Annual%20Report.pdf FSC. (n.d. [01]). <i>Global Food Security Cluster 2013-2014 Strategic Plan</i>. Rome: Food Security Cluster. Provided by FAO. FSC. (n.d. [02]). <i>Working Groups: Food Security and Livelihoods in Urban Settings Working Group</i>. n.a.: Food Security Cluster. Provided by FAO. FSC. (2011 [01]). <i>Terms of Reference global Food Security Cluster (gFSC) and the Global Support Team (GST)</i>. Draft. n.a.: Food Security Cluster. Provided by FAO. FAO Office of Evaluation. (2014 [08]). <i>FAO/WFP Joint Evaluation of Food Security Cluster Coordination in</i>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Humanitarian Action - Evaluation Report. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/FSC%20evaluation%20report%20final%20OED%20Website.pdf
	3. The MO has supported relevant capacity development at local, national, regional and international levels for the global clusters which it leads/co-leads.	Not met	FSC. (2013 [01]). <i>Food Security Cluster Annual Report 2012</i>. n.a.: Food Security Cluster. Retrieved from http://foodsecuritycluster.net/sites/default/files/Food%20Security%20Cluster%202012%20Annual%20Report.pdf FSC. (n.d. [02]). Working Groups: Food Security and Livelihoods in Urban Settings Working Group. n.a.: Food Security Cluster. Provided by FAO. FSC. (2011 [01]). Terms of Reference global Food Security Cluster (gFSC) and the Global Support Team (GST). Draft. n.a.: Food Security Cluster. Provided by FAO. FAO Office of Evaluation. (2014 [09]). Evaluation of FAO's Contribution in Crisis-related Transition – Linking Relief to Development. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Transition%20Evaluation_2014_ER.zip FAO Programme Committee. (2014 [05]). Evaluation of FAO's Contribution in Crisis-Related Transition – Linking Relief to Development - Management Response (PC 116/6 Sup.1). Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/3/a-ml937e.pdf FAO Office of Evaluation. (2014 [08]). FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action - Evaluation Report. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/FSC%20evaluation%20report%20final%20OED%20Website.pdf
	4. The MO has appropriate accountability mechanisms in place (both programmatic and operational) to ensure it carries out its duties as global cluster lead/co-lead.	Met	FSC. (2013 [01]). <i>Food Security Cluster Annual Report 2012</i>. n.a.: Food Security Cluster. Retrieved from http://foodsecuritycluster.net/sites/default/files/Food%20Security%20Cluster%202012%20Annual%20Report.pdf FAO Office of Evaluation. (2014 [08]). FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action - Evaluation Report. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/FSC%20evaluation%20report%20final%20OED%20Website.pdf
	5. The MO uses formal feedback mechanisms to report on results achieved as global cluster lead/co-lead.	Met	(2013 [01]). <i>Food Security Cluster Annual Report 2012</i>. n.a.: Food Security Cluster. Retrieved from http://foodsecuritycluster.net/sites/default/files/Food%20Security%20Cluster%202012%20Annual%20Report.pdf FAO Office of Evaluation. (2014 [08]). FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action - Evaluation Report. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/FSC%20evaluation%20report%20final%20OED%20Website.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			e.pdf
Overall Score MI 19.5		Adequate (4)	

PERFORMANCE AREA IV – KNOWLEDGE MANAGEMENT

KPI 20. The MO consistently evaluates its results

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to senior management or the Executive Board.	1. An organisation-wide (central) evaluation unit or function exists.	Met	FAO. (2014 [04]). <i>About OED</i>. Retrieved 02 17, 2014, from Food and Agriculture Organization of the United Nations: http://www.fao.org/evaluation/oed-about/en/ FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i>. Rome: Food and Agriculture Organization of the United Nations . Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Conference. (2007 [01]). <i>Report of the Independent External Evaluation of the Food and Agriculture Organization of the United Nations (C 2007/7A.1-Rev.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/012/k0827erev1.pdf FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf
	2. An organisation-wide evaluation policy exists, which includes guidance on how the MO ensures independence of evaluations and evaluation systems.	Met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2013 [01]). <i>Procedures for financing the evaluation of initiatives funded by voluntary contributions - FAO evaluation policy guidance</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/FAO_procedures_funding_projects_evaluations_final.pdf FAO Office of Evaluation. (2011 [01]). <i>Guidance Note for the Conduct of Country - OED Guidelines</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/Guidance_Note_for_the_Conduct_of_Country_Evaluations_final_13.01.11.pdf FAO Office of Evaluation. (2013 [02]). <i>Terms of Reference template for the evaluation of projects and programmes funded through voluntary contributions by resource partners - OED tools</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/OED_ProjEval_ToR_EN_2013.docx

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	3. If the first criterion is met , there is evidence of the independent nature of evaluations in reports being submitted by the organisation-wide evaluation unit or function to senior management (Head of the Organisation), to the Executive Board or to the committee responsible for independent evaluations.	Met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2012 [02]). <i>Evaluation Peer Review - The evaluation function of the FAO</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/peer_review/2peer_review_report_-_final_july_2012_revexsum.pdf FAO Office of Evaluation. (2012 [03]). <i>Evaluation of FAO's support to the implementation of the Code of Conduct for Responsible Fisheries</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/FAOs%20support%20to%20the%20Implementation%20of%20the%20Code%20of%20Conduct%20for%20Responsible%20Fisheries_2012_ER.zip FAO Office of Evaluation. (2012 [04]). <i>Strategic evaluation of FAO's role and work in forestry</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation%20of%20FAOs%20Role%20and%20Work%20in%20Forestry_Report_final.zip FAO Office of Evaluation. (2013 [04]). <i>Evaluation of FAO's role and work in Disaster Risk Reduction in Asia and in Latin America and the Caribbean</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20work%20in%20DRR_2013_ER.zip Gapare, N. W. (2013 [01]). <i>Final Evaluation of the UN-REDD Tanzania national programme</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/REVISED_UNJPURT238UNJ_2013_ER.pdf
	4. If the first criterion is met , the organisation-wide evaluation unit has a direct reporting function to the senior management.	Met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf
	5. The organisation-wide (central) evaluation unit has a direct reporting function to the MO's Executive Board.	Not met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2012 [02]). <i>Evaluation Peer Review - The evaluation function of the FAO</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/peer_review/2peer_review_report_-_final_july_2012_revexsum.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			FAO Programme Committee. (2012 [04]). <i>Peer Review of the Evaluation Function of FAO - Management observations (PC 112/6 Sup.1)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/me381eSup1.pdf
Overall Score MI 20.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.2 The evaluation function provides sufficient coverage of the MO's programming activity (projects, programmes, etc.)	1. An organisation-wide evaluation policy or plan exists and is corporately approved which identifies the need for independent evaluations of projects and programmes.	Met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2013 [01]). <i>Procedures for financing the evaluation of initiatives funded by voluntary contributions - FAO evaluation policy guidance</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/FAO_procedures_funding_project_evaluations_final.pdf
	2. If the first criterion is met , this policy or plan clearly explains how evaluations are planned and prioritised.	Met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2013 [01]). <i>Procedures for financing the evaluation of initiatives funded by voluntary contributions - FAO evaluation policy guidance</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/FAO_procedures_funding_project_evaluations_final.pdf FAO Programme Committee. (2012 [05]). <i>Update on the indicative rolling work plan of the strategic and programme evaluation 2012-2014 (PC 112/7)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/me688e.pdf FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor (C 2013/5 B)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf FAO Office of Evaluation. (2012 [02]). <i>Evaluation Peer Review - The evaluation function of the FAO</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/peer_review/2peer_review_report_-_final_july_2012_revexsum.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			FAO Office of Evaluation. (n.d.) [10]). <i>Methodology for the selection of country evaluations</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO
	3. The organisation-wide policy defines expectations for coverage with regard to thematic areas, country programmes, or other relevant dimension (for example, may identify the frequency of certain types of evaluations, the percentage of projects and programs etc).	Met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2013 [01]). <i>Procedures for financing the evaluation of initiatives funded by voluntary contributions - FAO evaluation policy guidance</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/FAO_procedures_funding_projects_evaluations_final.pdf FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf FAO Office of Evaluation. (2012 [02]). <i>Evaluation Peer Review - The evaluation function of the FAO</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/peer_review/2peer_review_report_-_final_july_2012_revexsum.pdf
	4. There is evidence that the organisation implements its policy (evidence of annual evaluation plans, with appropriate resourcing, evidence of monitoring of its coverage, etc).	Not met	FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf FAO Office of Evaluation. (n.d. [11]). <i>OED work-plan 2014 - 2015 - Evaluations for Programme Committee</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Peer_Review/OED_work_plan_2014_Web.pdf FAO. (n.d.) [12]). <i>OED coverage of FAO extra-budgetary funded initiatives operational in 2013</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	5. Recent independent evaluations reports exist for all countries sampled.	Not met	
Overall Score MI 20.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.3 The MO ensures quality of its evaluations.	1 . The MO has a policy/procedures for the quality control of its evaluations.	Met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2011 [03]). <i>Quality Assurance Framework for evaluation in FAO - OED guidelines</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/Framework_for_OED_Quality_Assurance_Framework.pdf FAO Office of Evaluation. (2012 [02]). <i>Evaluation Peer Review - The evaluation function of the FAO</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/peer_review/2peer_review_report_-_final_july_2012_revexsum.pdf FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf FAO. (n.d. [13]). <i>OED Descriptors for the assesment of normative products</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO FAO Office of Evaluation. (2011 [05]). <i>Questionnaire for evaluation team members to provide feedback on the evaluation process</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from www.fao.org/.../Evaluation.../OED_eval_team_feedback_questionnaire_EN_edited.doc FAO Office of Evaluation. (n.d. [14]). <i>Tools for Quality Assurance of OED evaluation terms of reference and reports</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from www.fao.org/.../oed/.../Evaluation.../OED_QA_tools_final_version.xlsx FAO. (n.d. [15]). <i>OED Quality Assessment form for thematic, strategic and country evaluation reports</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Finance Committee. (2014 [08]). <i>Progress Report on Implementation of the External Auditor's Recommendations (FC 156/14)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/3/a-ml709e.pdf
	2 . The MO implemented the quality control procedures (i.e. reviewed its evaluations) within the past five years.	Met	FAO Office of Evaluation. (2012 [02]). <i>Evaluation Peer Review - The evaluation function of the FAO</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/peer_review/2peer_review_report_-_final_july_2012_revexsum.pdf FAO Programme Committee. (2012 [04]). <i>Peer Review of the Evaluation Function of FAO - Management observations (PC 112/6 Sup.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/me381eSup1.pdf FAO Conference. (2007 [01]). <i>Report of the Independent External Evaluation of the Food and Agriculture Organization of the United Nations (C 2007/7A.1-Rev.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/012/k0827erev1.pdf FAO Programme Committee. (2013 [03]). <i>Rapid Assessment of Internal Evaluation Function</i>. Rome: Food and

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Agriculture Organization of the United Nations . Retrieved from http://www.fao.org/docrep/meeting/027/mg087e.pdf FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011 Part B - Report of the External Auditor (C 2013/5 B)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf
	3 . There is evidence (in the reports on the quality of evaluations/review of evaluations) that the MO is respecting relevant evaluation standards (e.g. UNEG standards and DAC standards) in its centralised and decentralised evaluations.	Met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2012 [02]). <i>Evaluation Peer Review - The evaluation function of the FAO</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/peer_review/2peer_review_report_-_final_july_2012_revexsum.pdf
	4 . The reports on the quality of evaluations cover organisation-wide, country and project level evaluations.	Not met	FAO Office of Evaluation. (2012 [02]). <i>Evaluation Peer Review - The evaluation function of the FAO</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/peer_review/2peer_review_report_-_final_july_2012_revexsum.pdf FAO Office of Evaluation. (2011 [03]). <i>Quality Assurance Framework for evaluation in FAO - OED guidelines</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/Framework_for_OED_Quality_Assurance_Framework.pdf FAO Office of Evaluation. (2014 [01]). <i>Strategic Evaluation of FAO's Work on Tenure, Rights and Access to Land and Other Natural Resources</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_FAOs%20work%20on%20TRA%20of%20land%20and%20other%20natural%20resources_2012_ER.zip FAO Office of Evaluation. (2012 [03]). <i>Evaluation of FAO's support to the implementation of the Code of Conduct for Responsible Fisheries</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/FAOs%20support%20to%20the%20Implementation%20of%20the%20Code%20of%20Conduct%20for%20Responsible%20Fisheries_2012_ER.zip

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			FAO Office of Evaluation . (2014 [01]). <i>Mid-Term Evaluation of the Improved Global Governance for Hunger Reduction Programme, GCP /INT/130/EC</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/GCPINT130EC_2014_ER.zip FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011Part B - Report of the External Auditor(C 2013/5 B)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO Finance Committee. (2012 [01]). <i>Progress Report on Implementation of the External Auditor's Recommendations (FC 143/16)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/md579e.pdf FAO Office of Evaluation. (2011 [05]). <i>Questionnaire for evaluation team members to provide feedback on the evaluation process</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from www.fao.org/.../Evaluation.../OED_eval_team_feedback_questionnaire_EN_edited.doc FAO Office of Evaluation. (n.d. [14]). <i>Tools for Quality Assurance of OED evaluation terms of reference and reports</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	5. There is evidence that the MO's evaluation practices have changed as a result of the review of evaluations.	Met	FAO Office of Evaluation. (2012 [02]). <i>Evaluation Peer Review - The evaluation function of the FAO</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/peer_review/2peer_review_report_-_final_july_2012_revexsum.pdf FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf
Overall Score MI 20.3		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes.	1. The MO has a policy or guidelines for involving direct beneficiaries and stakeholder groups in evaluation processes.	Met	FAO Programme Committee. (2010 [02]). <i>Charter for the FAO Office of Evaluation (PC 103/5)</i>. Rome: Food and Agriculture Organization of the United Nations . Retrieved from http://www.fao.org/docrep/meeting/018/k7774e.pdf FAO Office of Evaluation. (2013 [01]). <i>Procedures for financing the evaluation of initiatives funded by voluntary contributions - FAO evaluation policy guidance</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/FAO_procedures_funding_project_evaluations_final.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	2. This document specifies that efforts should be made to include both women and men, primary stakeholders from different socioeconomic groups and ethnicities, and girls and boys in the evaluation process.	Not met	FAO Office of Evaluation. (2011 [01]). <i>Guidance Note for the Conduct of Country - OED Guidelines</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/Guidance_Note_for_the_Conduct_of_Country_Evaluations_final_13.01.11.pdf FAO Office of Evaluation. (2013 [02]). <i>Terms of Reference template for the evaluation of projects and programmes funded through voluntary contributions by resource partners - OED tools</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Evaluation_Docs/Guidelines/OED_ProjEval_ToR_EN_2013.docx
	3. The evaluation reports sampled show evidence that relevant beneficiaries and stakeholders were involved in at least one part of the evaluation process (e.g., planning, data collection, reporting, conclusions and recommendations, and identification of lessons learned).	Met	FAO Office of Evaluation. (2012 [02]). <i>Evaluation Peer Review - The evaluation function of the FAO</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/peer_review/2peer_review_report_-_final_july_2012_revexsum.pdf FAO Office of Evaluation. (2013 [04]). <i>Evaluation of FAO's role and work in Disaster Risk Reduction in Asia and in Latin America and the Caribbean</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20work%20in%20DRR_2013_ER.zip UNEP/FAO Evaluation Offices. (2013 [01]). <i>Review of the arrangements adopted pursuant to the "Synergies Decisions" on cooperation and coordination among the Basel, Rotterdam and Stockholm Conventions</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/UNEP%20-FAO%20Synergies%20Decisions.pdf FAO Office of Evaluation. (2012 [03]). <i>Evaluation of FAO's support to the implementation of the Code of Conduct for Responsible Fisheries</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/FAOs%20support%20to%20the%20Implementation%20of%20the%20Code%20of%20Conduct%20for%20Responsible%20Fisheries_2012_ER.zip
	4. The evaluation reports sampled show evidence that relevant beneficiaries and stakeholders were involved in more than one part of the evaluation processes (e.g., planning, data	Not met	FAO Office of Evaluation. (2011 [02]). <i>Evaluation of FAO's role and work related to Gender and Development</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/Eval%20GaD%20Report%20Final_2011_ER.zip

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	collection, reporting, conclusions and recommendations, and identification of lessons learned).		
	5. The MO has a review process that ensures the involvement of direct beneficiaries and stakeholders in the evaluation processes (i.e., it tries to improve their involvement).	Met	FAO Office of Evaluation. (n.d. [14]). Tools for Quality Assurance of OED evaluation terms of reference and reports. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
Overall Score MI 20.5		Adequate (4)	

KPI 21. The MO presents performance information on its effectiveness

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 21.1 The MO reports against its organisation-wide strategy, including contribution to outcomes.	1. There is an annual report (performance report) provided by the MO to its Board and other stakeholders on the progress being made toward the organisation-wide strategy.	Met	FAO Conference. (2013 [11]). <i>Programme Implementation Report 2010-11 (C 2013/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md692e.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Council. (2013 [12]). <i>Adjustments to the Programme of Work and Budget 2014-15 (CL148/3)</i> . Rome: Food and Agriculture Organization of United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi542E.pdf FAO Council. (2013 [05]). <i>Annex 5: Results Framework - MTP 2014-17 / PWB 2014-15 (CL 148/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/MI542E_Annex5.pdf
	2. The annual organisation-wide report provides evidence (through monitoring data,	Met	FAO Conference. (2013 [11]). <i>Programme Implementation Report 2010-11 (C 2013/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md692e.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	evaluations, assessments, field reports, etc) with respect to the delivery of outputs as identified in its strategy.		FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	3. The annual organisation-wide report provides evidence (not only through monitoring data, but also through evaluations, assessments, field reports, etc) with respect to the organisation's contribution to outcomes.	Not met	FAO Conference. (2013 [11]). <i>Programme Implementation Report 2010-11 (C 2013/8)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md692e.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011 Part B - Report of the External Auditor (C 2013/5 B)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO Finance Committee. (2013 [01]). <i>Progress Report on Implementation of the External Auditor's Recommendations (FC 151/14)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi454E.pdf FAO Council. (2013 [12]). <i>Adjustments to the Programme of Work and Budget 2014-15 (CL148/3)</i>. Rome: Food and Agriculture Organization of United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi542E.pdf FAO Conference. (2013 [12]). <i>Verbatim Records of Meetings of Commission II (C 2013/II/PV)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi433t.pdf FAO. (2014 [12]). <i>Delivery Mechanisms – Strategic Objectives (CPMB 2014/01)</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf FAO. (2014 [13]). <i>The SO1 Indicator Compendium</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [16]). <i>Results-Based Monitoring and Reporting System: End of Biennium Assessment and Programme</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	4. The annual report presents variances between planned and actual organisation-wide results and explains the reasons for the variance.	Not met	FAO Conference. (2013 [11]). <i>Programme Implementation Report 2010-11 (C 2013/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md692e.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO Office of the Inspector General. (2012 [01]). <i>Annual Report 2011</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/33689-0f6e862f843e043fcc3b5ca15fa39836d.pdf
	5. All above criteria are met for <i>all</i> performance reports sampled	Not met	FAO Conference. (2013 [11]). <i>Programme Implementation Report 2010-11 (C 2013/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md692e.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO Office of the Inspector General. (2012 [01]). <i>Annual Report 2011</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/33689-0f6e862f843e043fcc3b5ca15fa39836d.pdf
Overall Score MI 21.1		Inadequate (3)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 21.2 The MO reports performance using data obtained from measuring indicators.	1. Annual performance reports exist at the organisation-wide level.	Met	FAO Conference. (2013 [11]). <i>Programme Implementation Report 2010-11 (C 2013/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md692e.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	2. If the first criterion is met , the most	Met	FAO Conference. (2013 [11]). <i>Programme Implementation Report 2010-11 (C 2013/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md692e.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	recent performance report sampled specifies indicators for the reporting period that respect SMART criteria for indicators.		FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO Office of the Inspector General. (2013 [01]). <i>Annual Report 2012</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/aud/36706-085feb2f3c70c2922477c9622c21eecf5.pdf
	3. If the first criterion is met , the most recent performance report sampled presents an illustration of trends in measurement over a period of time (i.e., indicator data are compared across X years).	Not met	FAO Conference. (2013 [11]). <i>Programme Implementation Report 2010-11 (C 2013/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md692e.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	4. If the first criterion is met , the most recent performance report sampled compares indicator measurement to baseline (in the case of outcomes) and target amounts (in the case of both outputs and outcomes) (either in graph or narrative form).	Not met	FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011 Part B - Report of the External Auditor (C 2013/5 B)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf FAO Finance Committee. (2013 [01]). <i>Progress Report on Implementation of the External Auditor's Recommendations (FC 151/14)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi454E.pdf FAO Conference. (2013 [11]). <i>Programme Implementation Report 2010-11 (C 2013/8)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/025/md692e.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO. (2012 [06]). <i>Results Based Monitoring and Reporting in FAO. The 2012 Mid Term Review</i> . Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	5. If all above criteria are met , they are met for all performance	Not met	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	reports sampled.		
Overall Score MI 21.2		Inadequate (3)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 21.3 The MO reports against its country strategies, including contribution to outcomes.	1. Annual performance reports (i.e. reporting on progress made towards the country strategies) exist at the country level.	Met	FAO. (n.d. [08]). <i>Guidelines for the preparation of FAO Country Annual Report</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [14]). <i>Annual Report (January 2013 - December 2013) Bangladesh</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [15]). <i>Rapport Annuel janvier-decembre 2013, République Démocratique du Congo</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [17]). <i>Resume d'orientations</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [16]). <i>Reporte Anual 2013</i>. Rome: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2012 [07]). <i>Reporte Anual Enero - Diciembre 2011</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [17]). <i>Annual Report 2013 or the FAO Representation in Kenya</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [18]). <i>Annual Report: 2012 of the FAO Representation of Kenya</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [18]). <i>Annual Report 2013 Tanzania</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	2. At least half of the recent country performance reports sampled provide credible evidence (through evaluations, assessments, field reports, etc.) with respect to delivery of outputs and contribution to outcomes as	Not met	FAO. (n.d. [08]). <i>Guidelines for the preparation of FAO Country Annual Report</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [14]). <i>Annual Report (January 2013 - December 2013) Bangladesh</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [15]). <i>Rapport Annuel janvier-decembre 2013, République Démocratique du Congo</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [17]). <i>Resume d'orientations</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [16]). <i>Reporte Anual 2013</i>. Rome: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2012 [07]). <i>Reporte Anual Enero - Diciembre 2011</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	identified in the country strategy.		United Nations. Provided by FAO. FAO. (2014 [17]). <i>Annual Report 2013 or the FAO Representation in Kenya</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [18]). <i>Annual Report: 2012 of the FAO Representation of Kenya</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [18]). <i>Annual Report 2013 Tanzania</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	3. At least half of the recent country performance reports sampled explain variances between planned and actual results.	Not met	FAO. (n.d. [08]). <i>Guidelines for the preparation of FAO Country Annual Report</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [14]). <i>Annual Report (January 2013 - December 2013) Bangladesh</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [15]). <i>Rapport Annuel janvier-decembre 2013, République Démocratique du Congo</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [17]). <i>Resume d'orientations</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [16]). <i>Reporte Anual 2013</i>. Rome: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2012 [07]). <i>Reporte Anual Enero - Diciembre 2011</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [17]). <i>Annual Report 2013 or the FAO Representation in Kenya</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [18]). <i>Annual Report: 2012 of the FAO Representation of Kenya</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [18]). <i>Annual Report 2013 Tanzania</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	4. There is evidence in at least half of the country performance reports sampled that the MO is improving the evidence base it provides in its annual reporting on country results (e.g., establishes link between country level outputs and	Met	FAO. (n.d. [08]). <i>Guidelines for the preparation of FAO Country Annual Report</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [14]). <i>Annual Report (January 2013 - December 2013) Bangladesh</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [15]). <i>Rapport Annuel janvier-decembre 2013, République Démocratique du Congo</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [17]). <i>Resume d'orientations</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [16]). <i>Reporte Anual 2013</i>. Rome: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2012 [07]). <i>Reporte Anual Enero - Diciembre 2011</i>. Rome: Food and Agriculture Organization of the

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	outcomes, identifies limitations in the data, refers to efforts to address limitations and otherwise ensure quality of data)		United Nations. Provided by FAO. FAO. (2014 [17]). <i>Annual Report 2013 or the FAO Representation in Kenya</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [18]). <i>Annual Report: 2012 of the FAO Representation of Kenya</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [18]). <i>Annual Report 2013 Tanzania</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
	5. If all above criteria are met , they are met for all country performance reports sampled.	Not met	FAO. (n.d. [08]). <i>Guidelines for the preparation of FAO Country Annual Report</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [14]). <i>Annual Report (January 2013 - December 2013) Bangladesh</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [15]). <i>Rapport Annuel janvier-decembre 2013, République Démocratique du Congo</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [17]). <i>Resume d'orientations</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [16]). <i>Reporte Anual 2013</i>. Rome: Food and Agriculture Organizations of the United Nations. Provided by FAO. FAO. (2012 [07]). <i>Reporte Anual Enero - Diciembre 2011</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [17]). <i>Annual Report 2013 or the FAO Representation in Kenya</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2013 [18]). <i>Annual Report: 2012 of the FAO Representation of Kenya</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO. FAO. (2014 [18]). <i>Annual Report 2013 Tanzania</i>. Rome: Food and Agriculture Organization of the United Nations. Provided by FAO.
Overall Score MI 21.3		Inadequate (3)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 21.4 The MO reports against its aid effectiveness commitments (e.g. Busan commitments) using indicators.	1. The MO identifies its aid effectiveness commitments in its strategic plan or in another document.	Met	FAO Conference. (2013 [05]). <i>Reviewed Strategic Framework (C 2013/7)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg015e.pdf FAO Council. (2013 [05]). <i>Annex 5: Results Framework - MTP 2014-17 / PWB 2014-15 (CL 148/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/MI542E_Annex5.pdf
	2. An annual, organisation-wide report on the MO's aid effectiveness commitments exists (this may not be a separate report, but part of another report, such as the annual performance report or reports on QCPR).	Met	FAO Conference. (2013 [08]). <i>Interim Report on the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities for Development of the United Nations System</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg373e.pdf
	3. If the second criterion is met , the most recent report describes the general progress with regards to aid effectiveness commitments.	Met	FAO Conference. (2013 [08]). <i>Interim Report on the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities for Development of the United Nations System</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg373e.pdf
	4. If the second criterion is met , the most recent report describes progress and achievements to date on aid effectiveness commitments, using indicators.	Not met	FAO Conference. (2013 [08]). <i>Interim Report on the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities for Development of the United Nations System</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg373e.pdf
	5. Evidence (e.g. in meeting minutes, etc.) suggests that the reporting meets the requirements of governing board or	Met	FAO Conference. (2013 [08]). <i>Interim Report on the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities for Development of the United Nations System</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg373e.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	other relevant body.		
Overall Score MI 21.4		Strong (5)	

KPI 22. The MO encourages the identification and documentation of lessons learned and/or best practices

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 22.1 The MO reports on lessons learned based on performance information.	1. There is evidence that the organisation is committed to the identification of lessons learned and/or best practices.	Met	FAO. (2011 [06]). <i>FAO Knowledge Strategy</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/capacity_building/KM_Strategy.pdf FAO Finance Committee. (2013 [01]). <i>Progress Report on Implementation of the External Auditor's Recommendations (FC 151/14)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi454E.pdf FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf FAO Conference. (2013 [04]). <i>Audited Accounts - FAO 2010-2011 Part B - Report of the External Auditor (C 2013/5 B)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/me742e.pdf
	2. The MO has a system for collecting and disseminating internal lessons learned and/or best practices.	Met	FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf FAO. (2011 [06]). <i>FAO Knowledge Strategy</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/capacity_building/KM_Strategy.pdf FAO Finance Committee. (2013 [01]). <i>Progress Report on Implementation of the External Auditor's Recommendations (FC 151/14)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi454E.pdf FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf FAO. (2013 [31]). <i>Lessons from HPAI: technical stocktaking of outputs, outcomes, best practices and lessons learned from the fight against highly pathogenic avian influenza in Asia 2005–2011</i>. Rome: Food and Agriculture Organisation of the United Nations. Retrieved from http://www.fao.org/docrep/017/i3183e/i3183e.pdf FAO. (2014 [23]). <i>Policy and governance in aquaculture: lessons learned and way forward</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/019/i3156e/i3156e.pdf FAO. (2013[32]). <i>Monitoring African Food and Agricultural Policies (MAFAP)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/templates/mafap/documents/Lessons_Learned_Addis2013/lessons_learned_web.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	3. There is a unit/coordinating group responsible for documenting and disseminating lessons learned and/or best practices.	Met	FAO Conference. (2007 [01]). <i>Report of the Independent External Evaluation of the Food and Agriculture Organization of the United Nations (C 2007/7A.1-Rev.1)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/012/k0827erev1.pdf FAO Finance Committee. (2013 [01]). <i>Progress Report on Implementation of the External Auditor's Recommendations (FC 151/14)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/mi454E.pdf FAO. (2014 [20]). <i>Technical Networks (CPMB 2014/03)</i>. Rome: Food and Agricultural Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2014 [03]). <i>Evaluation of FAO's Role in Support of Crop Production, Final Report</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/about/how-we-work/evaluation/documents-and-reports/en/?page=3&ipp=10&tx_dynalist_pi1%5Bpar%5D=YToxOntzOjE6IkwIO3M6MToiMCI7fQ%3D%3D
	4. The MO has an easily accessible platform that collects and disseminates <i>both</i> internal <i>and</i> external lessons learned and/or best practices.	Not met	FAO Conference. (2013 [01]). <i>Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process (C 2013/26)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg067e.pdf
	5. There is evidence that the MO uses lessons learned and/or best practices based on performance to change management and programming practices.	Not met	FAO Programme Committee. (2013 [03]). <i>Rapid Assessment of Internal Evaluation Function</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mg087e.pdf FAO. (2011 [06]). <i>FAO Knowledge Strategy</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/capacity_building/KM_Strategy.pdf FAO Programme Committee/Finance Committee. (2013 [03]). <i>Mid-term Review (MTR) Synthesis Report – 2012 (of the Programme of Work and Budget 2012-13) (PC 113/5 - FC 148/9)</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf715e.pdf FAO Programme Committee/Finance Committee. (2011 [03]). <i>Actions arising from the Vision for the Structure and Functioning of FAO's Decentralized Offices Network (JM 2011.2/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/024/mc046e.pdf FAO Conference. (2014 [01]). <i>Programme Implementation Report 2012-13 (C 2015/8)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mj548e.pdf FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/en/ FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip
Overall Score MI 22.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 22.3 The MO facilitates the exchange of knowledge in the area of agriculture and food and nutrition security.	1. An organisation-wide policy, strategy, framework, or plan that describes the nature and role of the organisation in managing knowledge and disseminating information is corporately approved.	Met	FAO. (2011 [06]). <i>FAO Knowledge Strategy</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/capacity_building/KM_Strategy.pdf FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf
	2. The organisation has clearly defined roles and responsibilities with regard to knowledge management and information dissemination.	Met	FAO. (2011 [06]). <i>FAO Knowledge Strategy</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/capacity_building/KM_Strategy.pdf FAO Council. (2012 [07]). <i>Transformational Changes in the 2012-13 Biennium (CL 145/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/me906e.pdf FAO Council. (2013 [04]). <i>Adjustments to the Programme of Work and Budget 2014-15 (CL 148/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/029/MI542E.pdf FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf
	3. The organisation has the relevant capacities (e.g. planning, human resources, budgeting, technical departments, etc.) to apply its strategy on knowledge management and	Met	FAO Council. (2012 [07]). <i>Transformational Changes in the 2012-13 Biennium (CL 145/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/026/me906e.pdf FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i> . Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf FAO. (n.d. [25]). <i>Senior Officers' Media Initiative (SOMI)</i> . Rome: Food and Agriculture Organization of the

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	information dissemination.		United Nations. Provided by FAO. FAO Regional Conference for Latin America and the Caribbean. (2014 [01]). <i>Strengthening South-South cooperation for food and agriculture in Latin America and the Caribbean (LARC/14/INF/17)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk076E.pdf FAO Programme Committee. (2014 [03]). <i>Follow-up on the Evaluation of FAO's Role and Work in Food and Agriculture Policy (PC 115/7)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/030/mk109e.pdf
	4. The organisation has defined accountability mechanisms to ensure monitoring of and continuous improvement in the implementation of its strategy on knowledge management and information dissemination.	Not met	FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf FAO Conference. (2013 [06]). <i>The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 (C 2013/3)</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/027/mf490e.pdf FAO. (2009 [03]). <i>The Director General Medium Term Plan 2010-13 and Programme of Work and Budget 2010-11</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from ftp://ftp.fao.org/docrep/fao/meeting/017/k5831e.pdf
	5. A review/evaluation comments positively on the implementation of the organisation's strategy on knowledge management and information dissemination.	Not met	FAO Office of Evaluation. (2013 [05]). <i>Programme Evaluation Report</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/docrep/meeting/028/mg392e.pdf FAO Office of Evaluation. (2014 [03]). <i>Evaluation of FAO's Role in Support of Crop Production, Final Report</i>. Rome: Food and Agricultural Organization of the United Nations. Retrieved from http://www.fao.org/about/how-we-work/evaluation/documents-and-reports/en/?page=3&ipp=10&tx_dynalist_pi1%5Bpar%5D=YtoxOntzOjE6lkwiO3M6MToiMCI7fQ%3D%3D FAO Office of Evaluation. (2013 [06]). <i>Evaluation of FAO's Regional and Sub-Regional Offices for Africa</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/fileadmin/user_upload/oed/docs/1_Evaluation%20of%20FAOs%20Regional%20and%20Sub-Regional%20Offices%20for%20Africa.zip FAO Office of Evaluation. (2014 [04]). <i>Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean</i>. Rome: Food and Agricultural Organization of the United Nations. Provided by FAO. FAO Office of Evaluation. (2014 [05]). <i>Evaluation of FAO's Regional and Sub-regional offices for Asia and the Pacific</i>. Rome: Food and Agriculture Organization of the United Nations. Retrieved from http://www.fao.org/evaluation/oed-documents-and-reports/oed-search/en/
Overall Score MI 22.3		Adequate (4)	

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