

## **Approach to Major Evaluations in FAO of Strategies, Themes, Institutional Performance and Programmes**

I. Introduction.....	1
II. Purpose and Focus of Major Evaluations.....	1
III. Institutional Arrangements.....	5
IV. Methodology and Process.....	6
V. Feedback and Action on the Basis of Evaluation.....	7
VI. The Evaluation Sequence.....	8
Annex 1 – Aspects Covered in all Evaluation Terms of Reference.....	8
Annex 2 – Recent Major Evaluations .....	9

### **I. Introduction**

1) This note introduces the overall purpose and methodology for the conduct of major evaluations of strategies, institutional issues, themes and Programmes<sup>1</sup>. These evaluations are requested by the member countries of FAO in the Governing Bodies and senior management in FAO. It is intended to provide general information for member country governments, development agencies and other partners, and for FAO staff on the approach which is followed in such evaluations. To some extent, this note is a description of the ideal in that, due to exigencies of budget, timetable or logistics, intensity of work may vary on some of the steps, but not the basics of the analytical and working approach.

2) The Organization has been conducting thematic and programme evaluations with steadily increasing rigour for more than twenty-five years. A system is also in place for the separate evaluation of extra-budgetary projects and programmes<sup>2</sup>. In 1999, the FAO Governing Bodies, through the Programme Committee, endorsed “Evaluation in the Context of the Strategic Framework and the New Programme Model”<sup>3</sup>. This marked a shift in emphasis to more independent policy-oriented evaluation, with less emphasis on the evaluation of individual small programmes. Evaluation of individual programmes has been addressed through the introduction of auto-evaluation by managers with an input of external expertise<sup>4</sup> and the continued arrangements for independent evaluation of extra-budgetary activities.

3) Two to three major evaluations are carried out by FAO each year. This is a developing area where FAO is constantly seeking to strengthen its work, building on its own experience and drawing from that of others. This note summarises the approach as currently implemented. A listing of recent major programme evaluations is provided in Annex 2, together with their web addresses.

### **II. Purpose and Focus of Major Evaluations**

#### **Purpose**

- 4) Major evaluations in FAO have two basic purposes:
- a) the strengthened effectiveness of the Organization in terms of benefits to the citizens of member countries; and
  - b) accountability to FAO members on the effectiveness of the Organization’s outputs and services.

---

<sup>1</sup> Where Programme is used with a capital “P” this refers to a Programme of the Organization for planning budgeting and managerial purposes as defined in the Programme of Work and Budget. When programme is used with a small “p” it refers in general to the Organization’s work in a particular subject matter area or is directed towards a particular strategy or objective.

<sup>2</sup> Evaluation Mission Brief, Evaluation Service, FAO, January 1998 <http://www.fao.org/pbe/pbee/en/how-e.htm>

<sup>3</sup> Evaluation in the Context of the Strategic Framework and the New Programme Model, PC 82/4, FAO, September 1999 <http://www.fao.org/pbe/pbee/en/how-e.htm>

<sup>4</sup> Guiding Principles for Pre-Evaluation Monitoring and Annual Assessment and Periodic Auto-Evaluation of the Technical and Economic Programmes, FAO, 2002 <http://www.fao.org/pbe/pbee/en/how-e.htm>

Evaluations may also provide insights of interest to other national and international organizations in improving the effectiveness of their own programmes, besides to FAO itself.

5) **Strengthening the Organization's effectiveness:** Depending on the specifics, major evaluations contribute to strengthening the Organization's effectiveness at several levels:

- Evaluations contribute to the development of overall organizational strategy, reflected in the Organization's Strategic Framework, and its support to achievement of the Millennium Development Goals. Comprehensive review of recent evaluations contributes to analysis of the Organization's strengths, weaknesses, opportunities and threats (SWOT) which is a fundamental step in the strategic framework revision process, which is intended to take place about once every six years. Separate evaluations also address individual strategies or parts of strategies within the Strategic Framework, serving directly as an important input into their improvement; and
- Where evaluations address particular FAO Programmes, which is generally the case (in whole or in part), they contribute to learning and action for immediate improvement in the Programme's relevance to countries; definition of objectives; design and implementation. Evaluations also contribute at the more overall level to organizational learning for improving both programming and implementation.

6) **Accountability to FAO members:** Evaluations also provide accountability to member countries and give countries a more in-depth understanding and objective basis for their own decisions in the Governing Bodies and for cooperation in the Organization's programmes. Accountability also provides an incentive for organizational improvement. Reporting back to the Governing Bodies on the implementation of follow-up to evaluations is thus the norm. An important aspect of accountability is that evaluation remains responsive to the needs of member countries. They want to be assured that internal systems (including evaluation) are in place which lead to improvements in planning, execution and follow-up of programmes by management, while concentrating their own consideration on the implications of evaluation findings for overall strategy.

7) It may also be noted that evaluation is seen as contributing to a management process. It does not itself make decisions but provides findings and recommendations which enable managers at all levels, including the Governing Bodies, to make better decisions using both the evaluation and other sources of information and analysis.

8) Subjects for major evaluations are thus agreed with the Governing Bodies through the Programme Committee on a four-year rolling plan reviewed approximately once every two years. The evaluations are then discussed by the Governing Bodies (at the levels of the Programme Committee, Council and Conference) and are public documents available to all via the internet in the official languages of FAO (Arabic, Chinese, English, French and Spanish).

## **Results-based planning and budgeting**

9) Evaluation feeds into the priority setting, planning and budgeting processes. Underpinning and providing a basis for evaluation is the Strategic Framework of FAO<sup>5</sup> which provides overall priorities in a time-horizon of up to 15 years. This is supported at the planning level by the results-based programme model<sup>6</sup> which is summarized for each entity in the Medium-Term Plan, and the similar logical-framework approach used for designing field programmes.

10) The new programme model for results-based planning and budgeting was piloted in all the technical and economic programmes of the Organization, beginning in the 2000-01 biennium. It is now well established and from 2006-07 has been extended to the non-technical programmes. The model applies a logical framework approach to planning in a rolling six year medium-term plan revised every two years. The major part of the programme has been defined on the basis of technical projects with a maximum duration of six years. This will provide a sounder basis for evaluation, in that planned objectives, outcomes, major outputs and indicators are being increasingly clearly defined. As the new model is being extended to the programmes providing continuing support to technical cooperation, information and internal support services, increasing emphasis is placed on the analysis of strengths and weaknesses in order to prioritise areas for strengthening and improvement and to establish indicators.

---

<sup>5</sup> <http://www.fao.org/strategicframework/>

<sup>6</sup> See Medium-Term Plan 2004-09, paragraph 46 - <http://www.fao.org/mtp/>

11) An integral element in the results-based planning and budgeting process is the system now being introduced for annual assessment and auto-evaluation, making use of the indicators established for programme entities in the Medium-Term Plan. The auto-evaluation by programme managers carried out at least once every six years requires them to collect additional information on indicators and inclusion of an element of external peer review in the evaluation. The results of findings of auto-evaluation will increasingly provide an important input into major independent evaluations.

## Basic principles

12) The basic tenets underlying the evaluation approach, include:

- a) The fundamental measure against which to assess the Organization's work is the extent of benefit it contributes in and for member countries and their citizens. This means that considerable emphasis is placed on evaluation methodology in determining whether the Organization's work is feeding into a line of causality which can be shown to contribute benefits to people, the natural environment, etc. Particularly important is:
  - priority of the work to members;
  - examination of the line of causality;
  - how the processes followed facilitate the outputs of FAO sustainably contributing in this line of causality;
- b) Evaluation is looking towards improvement for the future, the emphasis is thus formative, rather than a detailed accounting of historical performance;
- c) The usefulness of evaluation will be greatest when it addresses key areas of concern for the Governing Bodies and senior management where they wish to make changes (often because the strategy, programme or institutional arrangements may require strengthening to meet growing needs, there are perceived to be problems, or new ways of working have opened up new opportunities);
- d) This requires work which commands a high degree of credibility, both from the Governing Bodies and from managers who must make decisions and implement them, drawing on the findings and recommendations of the evaluation. Credibility of evaluation to attain these purposes requires independence, but also a sound understanding of the area under evaluation and its context. The evaluation terms of reference, the evaluation methodology and the evaluators themselves must demonstrate objectivity, a high degree of technical competence and must engage in a consultative process which values the input of the main stakeholders; and
- e) Evaluations should contribute to the purposes discussed above in a cost-effective way. The major evaluations cost in the same range as small projects with budgets of US\$ 150,000 to US\$ 500,000. All evaluations thus need to be designed with rigour in terms of the relation between the resources deployed and the potential benefits of the evaluation. This extends to the scope of the evaluation, the institutional modalities and methods.

## Coverage

13) Major evaluations for the Governing Bodies examine the entirety of FAO's work in the subject under evaluation, including headquarters and regional office normative work and more direct assistance at country level for implementation through projects and other direct interventions. They normally address either one of the:

- twelve components in the five FAO Corporate Strategies to address members' needs defined in the 2000-2015 FAO Strategic Framework,<sup>(see footnote5)</sup> often in parallel with related Programme Areas for Inter-disciplinary Action (PAIAs)<sup>7</sup>;

---

<sup>7</sup> Medium-Term Plan 2004-09, paragraph 90 <http://www.fao.org/mtp/>

- twenty-one technical and economic Programmes<sup>8</sup>, covering all aspects of food, agriculture, forestry, fisheries and sustainable use of the natural resource base. Significant coverage of elements of individual programmes, also takes place when corporate strategy components are being evaluated;
- six strategies to address cross-organizational issues (SACOIs) also defined in the Strategic Framework; and
- major issues of institutional performance (for example, a recent evaluation addressed decentralization).

## Focus and key aspects examined in evaluation

14) Evaluation looks towards future improvement. It is thus comprehensive but in the course of the work focuses on those areas where there may be lessons to be learned (positive or negative) and on determining areas worthy of more resources and those which merit less. Each evaluation is designed with specific reference to its content, context and important questions which may have been raised by FAO Governing Bodies or management. Evaluations normally cover the work over the past six years (where there has been reasonable continuity during that period). If major changes have been made more recently, the concentration is on the results which can be anticipated from the current work rather than on work which has been discontinued (unless there are major reasons for thinking decisions should be reversed). In some cases, in making proposals for the future way forward, it is essential to examine experience and gain ideas as much from outside FAO as inside it.

15) Evaluations concerned with strategies and technical programmes, including technical cooperation programmes, will always address the priority and relevance of the programme in terms of its conformity to the:

- overall priorities of FAO as defined in the Organization's Strategic Framework and subsequent major international fora including the "World Food Summit: five years later" and other Conferences which seek to operationalise the Millennium Development Goals (MDGs), such as that on Financing for Development and the World Summit on Sustainable Development;
- priorities and needs of those whom the programme is expected to benefit (positive impact); and
- work being undertaken at the national level and by other international organizations.

16) These evaluations also address the satisfaction and criticisms of member countries and other stakeholders, such as other development agencies and NGOs, who may make use of the benefits of the programme.

17) All work including that providing internal services and support is also examined in terms of the:

- evolving programme context, including if changes in the context have implications for priority or open up new opportunities;
- coherence of the programme as designed and executed including the clarity of objectives; logical relationship of causality envisaged between production of outputs and contribution to outcomes and impact;
- efficiency and effectiveness of organizational structure and the institutional relationships and mechanisms for programme planning, adjustment and implementation, including maximisation of opportunities for gains from partnerships;
- process issues and their contribution to ownership, efficiency and impact;
- strengths and weaknesses in all aspects of the work: its outputs, linkages, institutional arrangements and the potential of alternatives;
- resourcing of the programme, including direct and indirect resources;
- outcomes and sustainable impacts of the programme, in terms of its contribution to a process which delivers benefits to national populations and in international public goods addressing areas such as poverty, hunger, trade, the environment and gender equity;
- overall cost-effectiveness (cost-efficiency becomes particularly important in examining administrative and service issues); and

---

<sup>8</sup> Medium-Term Plan 2006-11, paragraph 95 onwards <ftp://ftp.fao.org/docrep/fao/meeting/008/j2838e/j2838e00.pdf>

- FAO's comparative advantage in the programme and uniqueness of the contribution as compared with other potential actors.

18) Other criteria in deciding on where an evaluation should focus include those areas perceived as of growing or lessening demand; areas in which opportunities or problems are perceived; and areas where work has already been carried out in-depth by others which can be included in the evaluation but which will be unlikely to require major new work.

### **III. Institutional Arrangements**

#### **The Evaluation Service**

19) Major evaluations are managed by the Evaluation Service. The Service consults with, but functions independently of, the programme managers in drafting terms of reference, appointing evaluation teams and submitting evaluation reports. The Service is committed to upholding the independence and quality of evaluation and the constructive feedback from evaluation into organizational improvement.

#### **Independent evaluation teams**

20) When an evaluation is agreed, a team is constituted for the evaluation. The teams always include external consultants and generally have members from the Evaluation Service. Consultants or staff who have been directly involved in the design or implementation of the programme are always excluded. Criteria for independence of participants in the evaluation team also emphasise full independence from any interest or stakeholder group, including member states. At the same time, the evaluation team needs to be representative of various backgrounds and aware of the important interests (a fine dividing line). This normally includes representation from different geographical regions and from countries with different levels of development. It should assure a cross-section of technical knowledge and familiarity with the concerns of different stakeholders like small farmers, traders or consumers. As well as independence, this type of representivity can be critical to confidence in the evaluation by both management and the FAO membership as a whole.

21) In addition to the core evaluation team, the external input and independence are normally strengthened through a wider panel. This can take various forms and in addition to the available resources, considerations in establishing the mix in these arrangements include the following:

- there will be a greater reliance on external inputs, when the evaluation is predominantly concerned with strategic issues. This may require a major input of new ideas and will always require a broad knowledge of the context in which the Organization is acting, including the work and experience of other actors; and
- almost all evaluations will require an input of independent technical or economic expertise but this may not always constitute a part of the core evaluation team and can be obtained through technical advice to the evaluation team.

22) Heavy reliance on expertise from outside the Evaluation Service negatively affects the access and trust which team members will have in pursuing their work. It also requires more time in bringing the team's knowledge of the programme and the Organization to the level where their judgment will be not only fully objective but also fully informed.

23) An evaluation will always include an external consultancy input and with reference to the above considerations, the following are possible in varying combinations:

- an evaluation led by an external consultant or an Evaluation Service staff member;
- an evaluation team composed entirely of external consultants (the exception);
- use of special studies or specialist technical expertise to obtain an external input on particular issues or areas of work covered in the evaluation;
- use of an external consultative panel at particular points in the evaluation (e.g. to comment on the terms of reference; selection of case studies; country visits and survey methodology; and to review the draft report); and

- review of the final report by an external peer review panel in a meeting, where there is the possibility to interact with the evaluators and programme managers. This type of meeting will generally be the norm, unless the evaluation is carried out largely by external consultants.

24) In all cases, it needs to be clear in the terms of reference which decisions are made by the evaluation team that takes full responsibility for the content of the evaluation report and which decisions are taken by the evaluation managers, i.e. the Evaluation Service which holds the budget for the evaluation work.

## IV. Methodology and Process

### Consultation and stakeholder involvement

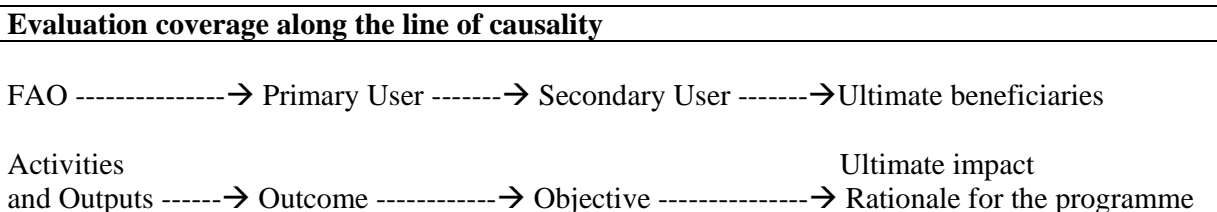
25) The major stakeholders for an evaluation are the users of FAO’s outputs and services in member countries, those responsible for policy in member countries, the programme managers in FAO and important existing and potential partners. Evaluations are designed in such a way as to maximise stakeholder involvement while ensuring the independence of evaluation. Close stakeholder involvement is seen as important in:

- ensuring that the evaluation focuses on key issues for stakeholders and giving the evaluators ease of access to information and opinions;
- testing analysis and findings and drawing attention to realities for the implementation of potential recommendations; and
- at the best providing a joint sense of ownership of the evaluation findings and recommendations which will maximise the potential for follow-up and at the least ensuring that stakeholders have a good understanding of how and why findings and recommendations were arrived at.

26) Stakeholder involvement is thus seen as integral to maximising the quality, usefulness and follow-up of evaluation.

### Methods

27) **Examination of logical causality** (cause-effect relationships): Evaluation examines the line of causality between the outputs and services produced by FAO and their benefits or potential benefits at the level of end users or beneficiaries. These are defined as being the populations of member nations and/or international benefits such as improvements in the global environment or trade. It is generally possible to examine the extent to which the outputs and services of FAO have been utilised by the primary users outside the Organization. The use to which they are put is the outcome which in turn leads to results at the objective level when the outcome is in turn used by secondary users. The evaluation methodology also seeks to document use at this level.



28) However, the objective level will often still be very much removed from benefits to society. For example, if FAO produces policy guidelines these may be used primarily by academics, trainers and other development agencies. As a result of this, policy makers will be influenced in the medium term and this will feed into improvements in policy. These improvements in policy should in turn lead to legislation, programmes, etc. which will benefit people once implemented. Evaluation does examine to what extent FAO’s work is well targeted and designed to feed into this process but cannot fully ascertain its eventual contribution or end impact because a large number of other actors and influences are involved and the time horizon is many years.

29) **Analysis of strengths, weaknesses, opportunities and constraints:** All evaluations call for systematic review of programme strengths and weaknesses and the opportunities and constraints posed by the context in which the programme functions.

30) **Best practice:** To the extent possible, the work of comparable organizations is reviewed with a view to obtaining lessons on improved practices which could be helpful in strengthening the work of FAO. This is sometimes referred to as “bench-marking”. The review of other Organization’s work also helps to identify potentials for partnerships and to establish those areas in which FAO has a comparative advantage and those in which it does not.

31) **Cost-effectiveness:** Internal Rates of Economic Return are not a practical instrument for assessing cost-effectiveness in FAO’s technical cooperation and normative work. The concentration is thus on the least-cost way of achieving the programme objectives. Least-cost is arrived at partly by examining alternative options to achieve the objectives, partly from examination of best practice, and partly from a judgement on those outcomes and objectives which require large costs in relation to the results. This latter is a value judgment but is assisted by scorings obtained in the questionnaires and case studies.

## Sources of information and stakeholder dialogue

32) In addition to study of the documentation, including results of pertinent auto-evaluations and project evaluations, evaluations normally include:

- a) **Sample country visits** for discussions with governments and development partners and to ascertain the use made of FAO outputs and follow-up on field project interventions. Each visit is normally carried out by two or three members drawn from the evaluation team who work with evaluation specific checklists of stakeholders to be interviewed and information areas to be covered. Initial visits serve to inform the design of questionnaires, as discussed below, and also allow the evaluation team to pursue emerging issues in a flexible way. Working-level aide-mémoires are prepared to make the results of the country visits available to the whole evaluation team, but these remain internal documents to the evaluation in the interests of frankness and economy of process.
- b) **Questionnaires:** Almost all evaluations involve questionnaires to gather opinions and information, particularly with regard to strengths and weaknesses and outcomes and impacts. They can assist in confirming judgments derived from country visits. Questionnaires are directed to stakeholders at various levels, as appropriate, and normally cover all countries intended to benefit and major partner agencies. Questionnaires typically include closed questions asking for scorings and ratings which can be used in numerical analysis and open questions which provide respondents with a broader opportunity to provide comment and information on the programme. Where appropriate, questionnaires may be supplemented by telephone interviews, but this has limitations for much of FAO’s work.
- c) **Case studies:** Normally in addition to an overview of the work under evaluation, sample studies of selected cases are carried out in more depth. Where appropriate, these will always include case studies of a representative sample of activities, countries, etc.

## V. Feedback and Action on the Basis of Evaluation

33) Evaluation can only be justified if it contributes to strengthened programmes. As discussed above, stakeholder consultation in the evaluation process and on findings and recommendations are seen as a key in this, as is the discipline instilled by accountability. This is an area for further improvement. Elements being implemented which are critical include:

- a) realistic and operational recommendations. Evaluation teams are instructed in the terms of reference to frame recommendations which are both realistic and operational. There is a tendency for all evaluations to recommend expansions of certain elements of work without indicating cut-backs in others found to be of lower priority. Although evaluations may recommend expansions in work and resource allocations, evaluation teams are now also required to produce recommendations for a no budget increase scenario. The Evaluation Service is managerially responsible for ensuring teams fulfil this requirement, as with other aspects of their terms of reference;

- b) a formal management response to the evaluation which systematically addresses the recommendations, stating which are accepted, which rejected and why. This management response is provided to the Governing Bodies through the Programme Committee and is the responsibility of management;
- c) a follow-up report to the Programme Committee after two years on the implementation of those recommendations which have been agreed and accepted is provided by management with quality control being exercised by the Evaluation Service;
- d) a formalised link to the strategic planning and programming processes. This is assured, as the Programme and Budget Service utilises evaluation meta analysis and the evaluation of particular strategies in the formulation of the Strategic Framework. It also checks programme submissions against recent evaluation recommendations and dialogues with programme managers on these;
- e) production of easy-to-read summaries of the findings and recommendations which are easily available through the internet and electronically (prepared by the Evaluation Service); and
- f) briefing seminars for staff by the Evaluation Service and incorporation of findings as appropriate into corporate training.

## **VI. The Evaluation Sequence**

- 34) Evaluations normally take place over about one year and follow the sequence below:
- a) Preliminary scoping of work (desk study);
  - b) Formulation of terms of reference in discussion with concerned FAO managers;
  - c) Selection of the independent evaluation team;
  - d) Detailed design of the evaluation by the evaluation team, in line with the terms of reference and evaluation budget;
  - e) Conduct of the evaluation and drafting of the evaluation report;
  - f) Review of the draft report by an external peer review workshop;
  - g) Draft evaluation report discussed with management and other stakeholders;
  - h) Finalisation of the evaluation report by the evaluation team;
  - i) Formulation of the FAO management's response to the evaluation;
  - j) Discussion of the evaluation in the FAO Governing Bodies, beginning with the Programme Committee;
  - k) Feedback including follow-up seminars and possibly guidelines; and
  - l) Follow-up report to the Programme Committee after two years on implementation of the agreed evaluation findings and recommendations.

### **Annex 1 – Aspects Covered in all Evaluation Terms of Reference**

- 1) Background to the topic and reasons for the evaluation.
- 2) Purpose of the evaluation.
- 3) Scope of the evaluation in terms of definition of the area of FAO's work to be covered.
- 4) Key aspects to be examined by the evaluation.
- 5) Definition of methodology including information collection and analytical tools for the evaluation.
- 6) Institutional arrangements, including:
  - the make up of the evaluation team;
  - use of peer reviews and other expert inputs;
  - modalities for stakeholder involvement.
- 7) Definition of reporting requirements including requirements with respect to recommendations of the evaluation; and
- 8) Follow-up and defining feed-back arrangements.



## Annex 2 – Recent Major Evaluations

Title	Date	Web Address
Programme Evaluation - The Evaluation of FAO's Decentralization	2004	<a href="http://www.fao.org/pbe/pbee/en/new-e.htm">http://www.fao.org/pbe/pbee/en/new-e.htm</a>
Programme Evaluation: - Synthesis of Findings of Two FAO Internal Evaluations of Work at Country Level (FAO Response to the Continuing Crisis in Southern Africa and FAO Post-Conflict Programme in Afghanistan)	2004	<a href="http://www.fao.org/docrep/meeting/008/j2953e.htm">http://www.fao.org/docrep/meeting/008/j2953e.htm</a>
Evaluation of FAO Activities in Fisheries Exploitation and Utilization - Programme 2.3.3	2004	<a href="http://www.fao.org/DOCREP/MEETING/008/J1833E/J1833E00.HTM">http://www.fao.org/DOCREP/MEETING/008/J1833E/J1833E00.HTM</a>
Joint FAO/WHO Evaluation of the Codex Alimentarius and Other FAO and WHO Food Standards Work	2003	<a href="http://www.fao.org/DOCREP/MEETING/005/Y7871E/Y7871E00.HTM">http://www.fao.org/DOCREP/MEETING/005/Y7871E/Y7871E00.HTM</a>
The Evaluation of Programme 2.2.2 (Food and Agricultural Information) – <i>Activities Related to Agricultural Statistics in the Context of FAOSTAT</i>	2003	<a href="http://www.fao.org/DOCREP/MEETING/006/Y8675e.HTM">http://www.fao.org/DOCREP/MEETING/006/Y8675e.HTM</a>
Evaluation of FAO Activities in Crop Production	2003	<a href="http://www.fao.org/DOCREP/MEETING/006/Y9908e.HTM">http://www.fao.org/DOCREP/MEETING/006/Y9908e.HTM</a>
Thematic Evaluation of Strategy A3: Preparedness for, and effective and sustainable response to, food and agricultural emergencies	2002	<a href="http://www.fao.org/DOCREP/MEETING/005/Y7115e/Y7115e00.htm">http://www.fao.org/DOCREP/MEETING/005/Y7115e/Y7115e00.htm</a>
The External Evaluation of the Special Programme for Food Security	2002	<a href="http://www.fao.org/DOCREP/MEETING/004/Y6172e/Y6172e00.HTM">http://www.fao.org/DOCREP/MEETING/004/Y6172e/Y6172e00.HTM</a>
Evaluation of the Animal Health Component of Programme 2.1.3	2002	<a href="http://www.fao.org/DOCREP/MEETING/004/Y6150e/Y6150e00.HTM">http://www.fao.org/DOCREP/MEETING/004/Y6150e/Y6150e00.HTM</a>
Programme Evaluation of the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES): Desert Locust	2002	<a href="http://www.fao.org/DOCREP/MEETING/004/Y6166e/Y6166e00.HTM">http://www.fao.org/DOCREP/MEETING/004/Y6166e/Y6166e00.HTM</a>
Programme Evaluation - Thematic Review of FAO's Training Activities for Development during 1994-99	2001	<a href="http://www.fao.org/docrep/meeting/003/Y1502e.htm">http://www.fao.org/docrep/meeting/003/Y1502e.htm</a>
Evaluation of FAO's Policy Assistance (Cooperation with Member Countries in the Development of National Policies (1994-99) with particular attention to FAO-TCP)	2001	<a href="http://www.fao.org/DOCREP/MEETING/003/X9752E/X9752E00.HTM">http://www.fao.org/DOCREP/MEETING/003/X9752E/X9752E00.HTM</a>