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Annex I

Methodology for the Evaluation

1. The evaluation took place in three main stages: i) a headquarters review and initial meeting with the Peer Review Panel on the design of the evaluation; ii) field work and questionnaires in FAO member countries; and iii) the preparation of a synthesis report and the second Panel meeting to finalise the recommendations.

2. The review at FAO Headquarters examined the work of the main technical division responsible for FAO's commodities and trade activities, ESC, and led to preparation of an "Issues Paper" for presentation to an Expert Panel Workshop that was held in early February 2006. The Panel of nine global experts on trade and commodities from different institutions and regions reviewed the proposed approach and direction of the evaluation, and provided detailed guidance on the areas on which the evaluation should focus. The report of this first Expert Panel meeting is attached to this evaluation report as Annex III.

3. Following the workshop, the Evaluation Team carried out its field work, which included the following:

- a. Visits to 16 developing countries in four missions to Asia, the Near East and Central Asia, Latin America and the Caribbean, and Africa.¹ The selection of countries was based on the need for a cross-section of countries that represented various regions and levels of development and either: a) participate actively in the CCP and its IGGs on commodities;
 b) have been involved in FAO field activities; c) are particularly important in matters of trade in agricultural commodities (e.g., China, Brazil); or d) have expressed no interest in FAO support in this area (to understand why). The ET spent on average only three days in each country, but extensive preparations prior to arrival in the countries enabled them to meet a wide range of interviewees during this time;
- b. Visits to seven major developed countries, including the USA, Japan and several European countries², as well as the European Commission;
- c. Visits to a wide range of institutions working in commodities and trade, including UNCTAD, ITC, IFPRI, World Bank, OECD, WTO, African Union, major commodity organizations and associations, research institutes and universities, and major NGOs.

4. During the country visits, the ET applied country check lists in its meetings with high-level representatives of ministries of agriculture, ministries of trade and commerce, regulatory and customs bodies, major donors and multilateral institutions, private sector associations and major companies, universities, and civil society organizations. Altogether more than 200 people were interviewed face to face by the Team. Discussions focused on country needs and capacity in commodity marketing and regional and international trade, and the extent to which interviewees were aware of and used FAO-produced assistance and outputs, including normative products. Where there were or had recently been projects, the ET also discussed the implementation and follow-up of the project interventions. With FAO's implementing partners (actual or potential), the ET discussed their assessment of country needs, and of the work carried out by FAO in that country or region. Individual working papers were prepared on these visits.

¹ The countries visited were: China, Thailand, Sri Lanka, Egypt, Turkey, Turkmenistan, Chile, Brazil, Barbados, Trinidad and Tobago, Costa Rica, Dominican Republic, Ghana, Burkina Faso, Ethiopia and Tanzania.

² The countries visited were Japan, USA, UK, France, Belgium, the Netherlands and Switzerland.

5. Following each field mission, the ET prepared a summary regional report on main findings and recommendations arising from the mission. A separate report was prepared on the meetings with key institutions. These reports formed the background for this final report.

6. As a further means of gathering member country views, the evaluation included a questionnaire survey among FAO member countries to assess their views and suggestions on FAO's role and work in commodities and trade. The questionnaire in Annex VI was sent to almost all FAO member countries. Altogether, 47 out of about 170 countries which received it (28%) sent in 52 completed questionnaires (three countries filled in more than one). The regional breakdown is given in Table 1 below.

 Table 1: Responses by region

(multiple responses from same country in parentheses)

Africa	12 (+2)
Asia	7 (+3)
Latin America and Caribbean	13
Near East and North Africa	9
OECD countries	6
Total	47 (+5)

7. The evaluation also carried out, with the help of members of the Expert Panel, a peer review of key ESC publications on commodities and trade.

8. The final stage of the evaluation was the preparation of this Synthesis Report bringing together the outcomes of all the above work. The draft conclusions and recommendations of this report were discussed with the same Expert Panel that participated in the design of the evaluation at a second meeting in Rome in July 2006. The ET and the Panel worked closely together to finalize the evaluation conclusions and recommendations during that meeting, and the final version was approved by both.

9. The ET then finalised the evaluation report, after which it was circulated to FAO management for a detailed response. The timetable and phases of the evaluation were as follows:

12-16 December 2005	Briefing/orientation of Team Leader in Rome
23 Jan - 3 Feb 2006	Preparation of an Issues and Discussion Paper involving desk studies of HQ- based projects; HQ interviews and group discussions; and review of major publications and analytical work
6-8 Feb 2006	3-day Expert Panel Meeting, to assist in identifying issues and approach for the evaluation
Feb-March 2006	• Preparation and mailing of a questionnaires to member countries
	Peer review of Commodities and Trade publications
March-June 2006	• Field missions to 16 developing countries and 7 developed countries;
	 Meetings with 25 key international organizations, ICBs, research institutes, and NGOs
June-July 2006	Preparation of the draft Synthesis Report, including further discussions with ESC and other staff and management
10-12 July 2006	3-day 2 nd Expert Panel Meeting with the same Panel of Experts that participated in the evaluation start-up in February. Their input was sought for the formulation of the main evaluation recommendations.
March 2007	Finalisation of the Synthesis Report; delivery to Senior Management for preparation of the Management Response
May 2007	Presentation and discussion of the final Evaluation Report and the Management Response to the FAO Programme Committee at its 97 th session

Annex II

Terms of Reference for the Evaluation

EVALUATION OF FAO'S WORK IN COMMODITY AND TRADE ISSUES December 2005 - August 2006

Background

10. The growing importance of globalisation of agricultural production and trade and its direct and indirect effects on poverty and food security has given FAO's work on commodities and international trade new significance. Traditional approaches under controlled internal and external commodity markets have been changing. The enormous importance of international trade negotiations in the context of the World Trade Organisation have become central to the agricultural and export economies of many countries. New markets and additional value added in non-traditional agricultural exports have assumed growing importance. Domestic and international agricultural trade policy is increasingly influenced by factors that are beyond the control of the individual country or group of countries. The private sector plays a growing role in setting parts of the agenda. It is ever more important to have access to information of the right kind at the right time.

11. As currently configured, FAO's **Commodities and Trade Division** (ESC) under its Programmes 2.2.3 and 2.2.4 has an important role to play in supporting member countries, especially developing countries, with assistance, information and capacity building to enhance income from trade in agricultural commodities and participation in international trade negotiations such as at the WTO.

12. In view of this, it was decided at the May 2004 session of the FAO Programme Committee that this aspect of the Organization's work should be independently evaluated. With the new reform proposals recently tabled by the Director General, it becomes even more important to clearly identify the role that FAO can and should have in this area of growing importance to its member countries. Issues and policies in trade in agricultural products are having an increasing impact on development, food security and poverty in nearly all developing countries. FAO has long sat in a unique position in between the main actors in commodity trade, both exporters and importers, and developing countries which are affected by these markets and the policies (including private sector 'policies') surrounding them.

13. The evaluation is to examine the normative work in this area that FAO undertakes at Headquarters and in the Regional Offices, as well as carrying out visits to developed countries and to countries in the developing regions to review the effects and impacts of commodities and trade work both under the Regular Programme and in the context of Technical Cooperation Programme (TCP) and other project activities. The evaluation will take place during the latter weeks of 2005 and during 2006. The results will be presented to the Programme Committee at its May 2007 session.

14. FAO's Programme Evaluations are undertaken to support decision making by the Governing Bodies and management at all levels in order improve the overall strategic orientation of the Organization's work, strengthen programme and project design, improve cost-effectiveness and to provide accountability on results to member countries and other stakeholders.

Scope of the Evaluation

15. The evaluation will be mainly concerned with the work of ESC, and in particular ESCD (Divisional Management), ESCB (Basic Foodstuffs Service), ESCP (Commodity Policy and Projections Service) and ESCR (Raw Materials, Tropical and Horticultural Products Service). The Global Information and Early Warning Service (ESCG) will be covered for those aspects of its work done together with ESCB regarding global and country-level monitoring of food commodity supplies. The evaluation will also cover the work of the related Priority Area for Interdisciplinary Action (PAIA) on WTO Multilateral Trade Negotiations on Agriculture, Fisheries and Forestry (AWTO). Work on trade by other Divisions of FAO except where it relates directly to the PAIA will not be included in any depth.

16. Most of the commodities and trade work of these Services is carried out under six programme entities (PEs) in two programmes (2.2.3 and 2.2.4) described in the 2004-09 Medium Term Plan (MTP 04-09), of which one is a "Technical Project" with a time limit of six years, and the other five are "Continuing Programmes":

- a) Under Programme 2.2.3: Food and Agriculture Monitoring, Assessments and Outlooks
- 223P3 (CP) Market Assessments for Basic Food Commodities and Impact on Global Food Security
- 223P4 (CP) Projections and Global Commodity Market Assessments
- 223P5 (CP) Market Assessments of Tropical, Horticultural and Raw Material Commodities and Impact on Food Security
- b) Under Programme 2.2.4: Agriculture, Food Security and Trade Policy
- 224A2 (TP) Commodity and Trade Policy Support to Developing Countries for Trade Negotiations (Under the proposed Medium Term Plan for 2006-11, this entity will end in 2005, to be replaced by 224A4: *Support for Implementation of Multilateral Trade Negotiation Outcomes.*)
- 224P4 (CP) Analysis and Consensus-Building on Emerging Commodity and Trade Issues
- 224P5 (CP) Enhancing Diversification and Competitiveness of Agricultural Commodities

17. The work being reviewed under the two concerned programmes, 2.2.3 and 2.2.4, provides a major input to FAO's work on the four Strategic Objectives B1, B2, E1 and E2. In particular, Programme 2.2.4 provides input to corporate strategy B: *Promoting, developing and reinforcing policy and regulatory frameworks for food, agriculture, fisheries and forestry,* whose Strategic Objectives include:

B1: International instruments concerning food, agriculture, fisheries and forestry, and the production, safe use and fair exchange of agricultural, fishery and forestry goods; and

B2: National policies, legal instruments and supporting mechanisms that respond to domestic requirements and are consistent with the international policy and regulatory framework

18. Programme 2.2.3 provides input to corporate strategy E: *Improving decision-making through the provision of information and assessments and fostering of knowledge management for food and agriculture*, including the Strategic Objectives:

E1: An integrated information resource base, with current, relevant and reliable statistics, information and knowledge made accessible to all FAO clients; and

E2: Regular assessments, analyses and outlook studies for food and agriculture.

19. The activities under the selected Programme Entities also address Strategic Objective C1: *Policy options and institutional measures to improve efficiency and adaptability in production, processing and marketing systems, and meet the changing needs of producers and consumers,*

20. Programme Entities 224P4 and 224P5 underwent auto-evaluation in 2004 (together with a part of 223S1 - Technical Support Services - which funds commodity group activities). The results of that evaluation will be used as an important input into the present external evaluation.

Issues to be covered

- 21. The evaluation will assess:
 - a) Changing national and international demands and the role of various international organizations in meeting individual countries' needs with respect to development of agricultural commodities and trade;
 - b) FAO's support to and organisation of international meetings, working groups, committees, etc. on commodities and commodity problems, including FAO's role as convenor and secretariat of the *Committee on Commodity Problems* of the FAO Council, and its various inter-governmental commodity groups;
 - c) FAO's role and activities in the context of analysis and support to facilitate trade negotiations and dispute resolution including those in the *World Trade Organisation (WTO)* and other trade for a including trading blocks and countries with common trade interests;
 - d) FAO's involvement in and support to the work of the Common Fund for Commodities (CFC);
 - e) FAO's assistance to the regional economic bodies and other multi-country institutions dealing with commodities and trade;
 - f) The collection, generation, management and provision of information and knowledge regarding commodity markets and trade;
 - g) The development of policy and advocacy, including the role of the flagship publication, the State of Agricultural Commodity Markets; and
 - h) FAO's direct and indirect assistance to specific member countries in support of development of commodity value chains and development of income from commodities.

22. The evaluation will assess FAO's Commodities and Trade work in the following areas, at global, regional and country level:

- 1) **Programme design and focus** and the extent to which implementation reflects that design and focus:
 - a) the extent to which Commodities and Trade work has corresponded with the thrusts of the **Strategic Framework and the Millennium Development Goals**, including implications for hunger, poverty and economic growth of benefit to the poor and attention to key concerns including gender and environmental implications;.
 - b) the extent to which the programme resources and main programme outputs are being used and applied towards achieving the **planned outcomes and objectives** as described in FAO's rolling Medium Term Plan; and

- c) comprehensiveness, clarity and coherence of design, including logical coherence between outputs and objectives, consideration of process and appropriateness of indicators.
- 2) **Relevance and responsiveness** to members needs and demands of Commodities and Trade activities, including the:
 - a) degree to which work on Commodities and Trade is focused on topics and problems assigned priority by countries, regions and international bodies;
 - b) extent to which work reflects areas where there is scope for progress;
 - c) relevance of work to individual countries' demands and needs, especially those of the poorer countries, including complementarity between FAO's support and that provided by other sources;
 - d) extent to which work represents the most appropriate response from FAO and takes advantage of FAO's comparative advantages and takes account of the work of other organizations;
 - e) flexibility of response in the light of changing demands; and
 - f) relevance of the activities to the intended target audiences.
- 3) The **efficiency** (in terms of use of limited resources) of FAO's institutional capacity in Commodities and Trade, including:
 - a) the extent to which FAO is able to draw on its areas of particular technical competence;
 - b) the extent of synergy and balance between normative and operational work;
 - c) the extent to which the Organization makes use of its multi-disciplinary strengths. FAO's internal mechanisms will be reviewed under this heading, including integration of Commodities and Trade work within PAIAs (Priority Areas for Interdisciplinary Action), in particular the PAIA on Assistance for WTO Trade Negotiations;.
 - d) partnership and coordination with other international and national organizations;
 - e) cost-efficiency in production of outputs; and
 - f) balance of staff and non-staff resources.
- 4) The **quality** of outputs of Commodities and Trade work, including such factors as appropriateness, relevance and implementability.
- 5) Effectiveness, impact on the primary and ultimate target beneficiaries, and sustainability of outcomes and impacts, including the:
 - a) extent to which Commodities and Trade assistance has led to improved institutional capacity in countries;
 - b) degree to which assistance led to increased national capacity in multi-country trade negotiations; and
 - c) the extent to which FAO assistance in this area has helped improve countries' economic situation and that of all those employed in the national commodity chain with income and employment generation.
- 6) Strengths, weaknesses and opportunities in FAO's Commodities and Trade work.

Programme Entity Reviews

23. In addition, the four of the Programme Entities being reviewed which have not undergone recent auto-evaluation (i.e., 223P3, 223P4, 223P5, 224A2) will be the subject of separate assessments, and a short report will be prepared for each one. These PE reports will cover issues of:

- a) PE relevance to member countries, to regional and global entities and to FAO,
- b) design (formulation of objectives, outputs, indicators, targeting),
- c) implementation efficiency and effectiveness

- d) assessment of outputs and outcomes by recipients (beneficiaries) and partners, and
- e) durability and sustainability of outcomes and impacts

TCP Review

24. A separate brief report will also extract the assessments of TCP projects reviewed in the course of the evaluation to provide that programme with feedback, recommendations and lessons specifically relating to TCP.

Methodology, Scheduling and Outputs

25. The evaluation will take place in three distinct stages. The first will be a review at FAO Headquarters of the work of the main technical division responsible for FAO's commodities and trade activities, ESC. The outcome of this review will be presented in a Expert Panel Workshop to be held in early February 2006 which will review the proposed approach and direction of the evaluation over the following four months.

26. Following the workshop, the evaluation team will:

- d. Visit about 15 developing countries in four missions of 15-20 days' duration.
- e. Visit 4-5 major importing countries as well as relevant institutions which may include UNCTAD, IFPRI, the World Bank, OECD, the WTO, and major commodity organizations and associations.
- f. Undertake a questionnaire survey among FAO member countries to assess their views and suggestions on FAO's role and work in commodities and trade;
- g. Interview, face-to-face or by phone, selected participants in the Committee on Commodity Problems and its commodity-specific Inter-Governmental Groups (IGGs)
- h. Undertake further review of FAO headquarters-based work including a peer review of key publications.

27. The teams undertaking the country visits will first review available written material. In the countries, they will be expected to conduct discussions with key informants in government and the private sector with a view to obtaining information on country needs and capacity in commodity management and regional and international trade. In this context, the teams will investigate the extent to which they are aware of and use FAO-produced assistance and outputs, including normative products. Where appropriate, missions will also discuss with persons involved with the design, implementation and follow-up of project interventions in the selected countries. Missions will also meet with FAO's implementing partners to obtain their assessment of country needs, and of the work carried out by FAO in the country.

28. Each separate field mission will prepare:

- a. brief country notes (which will be provided to the FAO Country Representative as an Aide-Mémoire where appropriate);
- b. notes on any projects reviewed, including TCP;
- c. notes on each international organization visited;
- d. a summary report on main findings and recommendations arising from the mission;

29. The final stage of the evaluation will be the preparation of a Synthesis Report bringing together the outcomes of all the above work. This report will be discussed in draft with FAO management and the same Expert Panel which participated in the design of the evaluation, after which the report will be finalised and together with their comments, presented to the FAO Programme Committee together with the comments of FAO management.

30. During the course of its work, the evaluation team will also produce four 5-10 page <u>Programme</u> <u>Entity Reviews</u> detailing its assessment of four of the six Medium Term Plan programme entities being evaluated, leaving out the two which have undergone recent Auto-Evaluations. It will also compile a <u>TCP Review</u> containing summary assessments of each of the FAO Technical Cooperation Programme projects encountered during the evaluation work in the countries and at headquarters and conclusions on the role of TCP in commodity and trade work. 31. The indicative timetable and phases of the evaluation are as follows:

12-16 December 2005	Briefing/orientation of Team Leader in Rome
23 Jan – 3 Feb 2006	Preparation of a <u>Issues and Discussion Paper</u> for the February Expert Panel Meeting. This will involve desk studies of HQ-based projects; HQ interviews and group discussions; and review of analytical work, publications and internet presence. Also, during this process, selection of countries and institutions for the field visits.
6-8 Feb 2006	3-day <u>Expert Panel Meeting</u> , to assist in identifying issues and approach for the evaluation, with a panel of 7-8 international experts and representatives countries and of institutions working in commodities and trade
Feb 2006	Preparation and mailing of a questionnaires to member countries
	Peer review of Commodities and Trade publications
March-June 2006	Field missions, covering visits to the following:
	 i. about 15 developing countries for discussions with government and the private sector and review of FAO assistance³, including: Asia Africa (including East/South and West/Central) Latin America Near East and Central Asia
	ii. major developed countries and trading blocks (3-4 countries) for discussions with government and the private sector
	iii. international organizations such as WTO, UNCTAD, WTC, CFC, WB; IFPRI, OECD and major commodity organizations
June 2006	Preparation of the draft Synthesis Report, including further discussions with ESC and other staff and management, as needed
10-12 July 2006	3-day 2^{nd} Expert Panel Meeting with the same Panel of Experts which participated in the evaluation start-up in February. Their input will be sought for the formulation of the main evaluation recommendations.
By September 2006	Finalisation of the Synthesis Report; delivery to Senior Management for preparation of the management response

³ The selection will be based on criteria including a cross section of countries which either a) participate actively in the CCP and its IGGs on commodities; b) have had specific FAO field activities; or c) have expressed no interest in FAO support in this area (to understand why). The countries will be selected to represent various regions and levels of development.

Annex III

Report of the First Expert Panel Meeting: Review of Issues to be Evaluated

Expert Panel members

John Baffes (World Bank) Paola Fortucci (retired Director, FAO Commodities and Trade Division) Soren Frandsen (Institute of Food and Resource Economics, KVL, Denmark) Ashok Gulati (IFPRI) Tim Josling (Stanford University) Nelson Ndirangu (Kenya Permanent Mission, Geneva) Mark Newman (Market Solutions, LLC) Michel Petit (Institut Agronomique Méditerranéen, Montpellier) Miguel Rodriguez Mendoza (ICTSD, past Deputy DG, WTO)

Evaluation Team:

Ron Duncan (University of the South Pacific, Team Leader)Stan Johnson (University of Nevada, Senior Consultant)Daniel Shallon (FAO Evaluation Service, Evaluation Manager)

The Panel was convened to advise on the relevance, importance and priority of the issues identified in an Issues Paper prepared by the Evaluation Team established to review FAO's work on commodities and trade. The Expert Panel noted that it was called upon to give its preliminary views on areas for priority assessment and that it would again meet in June to consider the conclusions and recommendations of the final report of the Evaluation Team, to be submitted to the FAO Programme Committee, which requested this evaluation at its 91st session in May 2004. The Panel was composed of the nine internationally recognised experts in the field of commodities and trade listed above, and elected as its chair Prof. Michel Petit of the Institut Agronomique Méditerranéen de Montpellier. Daniel Shallon of the FAO Evaluation Service acted as Rapporteur for the meeting.

Following the presentation of the Issues Paper by the Evaluation Team Leader Prof. Ron Duncan, the Panel had an intensive and in depth discussion of priorities and issues regarding both management of ESC and the ESC substantive programme. In conducting its assessment of areas requiring close consideration by the evaluation, it drew on information provided in discussions with representatives from all Services of the Commodities and Trade Division (ESC). In addition, the Panel consulted representatives of the Statistics Division (ESS), the Agricultural and Development Economics Division (ESA), the Agricultural Management, Marketing and Finance Service (AGSF), the Codex Alimentarius Commission (ESNC) and the Policy Assistance Division (TCA).

At its final meeting, the Panel concluded that the report presented by the Evaluation Team had outlined many major issues for the evaluation to explore. A number of specific points were raised by panel members and are to be found below. In his concluding remarks to the Evaluation Team, the

representatives of ESC and the Evaluation Service, the Chairman of the Panel highlighted the principal concerns of the panel.

In particular, Prof. Petit noted that issues regarding the programme of activities should be considered first and then the consequences for management could be usefully discussed. Regarding the former, he stressed first the need to sharpen the definition of the work to be done on commodities, in particular to select which commodities to focus on and for whom. It will also be necessary to decide on the main thrust and periodicity of the commodity market reports to be published (as well as of other information products) in the light of available resources for publications. In addition, there was a need to further explore potential partnerships with other institutions for work on commodities, bearing in mind the need to maintain FAO's role and reputation as an "honest broker".

Regarding trade issues, a considerable amount of work was already being done by the Division and there was significant evidence that it was highly valued by some stakeholders. While assistance continued to be required in the negotiating phases, it will be necessary to devote much attention in future years to the "post-Doha agenda". This will require work on implementation of the future multilateral agreement and also on the increasingly important and numerous regional and bilateral trade agreements. But most importantly, there will be a huge agenda for developing countries to take advantage of the improved market access opportunities expected from the Doha round. These countries often face major supply constraints which would need to be overcome. The set of issues involved was much broader than those which fall solely within the mandate and competencies of the ESC Division. Thus defining the appropriate role of the Division in this area and fostering the necessary as well as much increased level of collaboration across Divisions will be a great challenge. The same remarks were applicable to the welcome increase in attention to value chain analysis being contemplated.

Regarding the links with the CCP, the IGGs and the CFC, Prof. Petit noted that they should be examined in the context of an assessment of the demand for the services of the Division. The Panel recommended that the Evaluation team rely on past evaluations of these institutional mechanisms but that it probe further in its forthcoming country visits. In that respect it urged the evaluation team to contact a broad range of stakeholders in addition to government officials. This should help the team to eventually make recommendations on the Divisional publications and dissemination strategy, an important component of its mission.

On management issues, the evaluation will have to draw a fine line between systemic issues at the FAO-wide level and those which can be acted on at the Division level. Specific recommendations on the latter will be most pertinent but the precise identification of the inefficiencies and bottlenecks caused by Organization-level constraints can also be useful. The Panel did not discuss the staff skill specificity by commodity mentioned in the Issues Paper. But it asserted that the magnitude of external funding is such that this kind of funding needs to be carefully managed. Keeping in mind the danger that the Division agenda become donor-driven, should goals be set for the level of external funding? In addition, the Panel recommended that the evaluation team reflect on the impact of external funding on staff incentives and conversely on the impact of existing incentives on the mobilization of external funding. Finally, the same question of incentives will be critical to the examination of the obstacles to closer collaboration among units and individual staff within the Division and across Divisions in FAO. The Panel emphasized that this issue of collaboration will be more critical yet in the future than it has been in the past, because the new agenda will be more complex and because such collaboration will be needed to enhance the ability of the Division to respond to new issues which are not anticipated today but are sure to arise and to respond to demands from FAO member countries.

Following the presentation by the Panel Chair, the Director, ESC, expressed general support for the areas outlined by the Panel. He drew attention to further promising areas of work for the Division but expressed concern for resource availability for implementing the programme. He announced that he had just received approval from Senior Management for the restructuring of the Division, going from the current four Services to three Services dealing respectively with trade related issues, commodity market analysis, and global information and early warning.

In conclusion, the Panel undertook to provide support to the evaluation through quality review of selected publications and training materials of ESC. Participants also agreed to provide advice to the Evaluation Team regarding appropriate persons and institutions to visit during its field missions, as well as to provide ad-hoc assistance to the extent possible.

Main Issues Highlighted by the Expert Panel

Management issues

<u>Staffing</u>

- 1. Decentralisation: how can the most be made of the regional postings? The team needs to consider decentralisation at higher institutional level rather than just on a divisional basis (though this can only have limited impact).
- 2. Incentives: is there a need for better incentive structures? for coordination, for mobilisation of extra-budgetary funds (EBF), for partnering with internal and outside partners? If so, what could such incentives be? How could they be implemented?
- 3. Need to look at staff motivation. Given the lack of mobility with cutting of posts, what are possible incentives? What about staff training?
- 4. In a situation of resource constraints, would greater use of external consultants (instead of retaining more staff) improve ability of ESC to respond to needs?
- 5. What are the functional staffing requirements to effectively respond to needs? e.g., the ratio of General Service to Professional staff.

Funding

- 1. Extra-budgetary funds: should there be an annual goal? What sort of incentives can be developed for staff to seek EBF?
- 2. Is EBF a way out of the constraints faced currently? Can it be transformed into a more regular part of the budget? Can an agreement be found with donors to use EBF to hire semi-permanent staff?
- 3. What kind of EBF should be sought to avoid the tail wagging the dog? Excessive and special issue donor funding can compromise programme should EBF be taken only based on agreed priorities and member requests? What if conditions are attached?
- 4. What are the issues for ensuring greater return of funds earned to supplement the resources of the earning Service?
- 5. Need to look at funds from CFC projects: should there be better compensation for services provided?

Organisation of the Division; Coordination and overlap; Decentralisation:

1. Is there need for a better definition of the functions of the Division? The Team should keep an open mind on possibilities for reorganisation. The possibility of trimming some of the Division's functions should be on the table.

- 2. Decentralisation: Should (and can) there be the ability to rotate staff? Is supplementary funding needed to compensate for decentralised staff? Response should be across units/divisions? What is the client perception of this?
- 3. Partnerships: what are the opportunities? How can this be balanced with maintaining objectivity (FAO as a neutral organisation)?
- 4. Multidisciplinary nature of ESC work: how can there be better coordination with other divisions and other institutions, e.g., on trade policy? Could the use of Task Forces across divisions be strengthened? And possibly include other international organisations? In particular, how can ESC find optimum integration with TCA?
- 5. Can collaboration be best improved through modified PAIAs, or through collaboration on externally funded projects?
- 6. Is the transfer of some of the data collecting activities to ESS one possible way for ESC to focus more on analysis?
- 7. Is there duplication on the topic of <u>value chains</u> with ESA and AGSF? Could there be the creation of a special fund to link these units working on this issue?

Work Priorities: stakeholders and comparative advantage

Commodity monitoring and projections, applied research and policy analysis, or?

- 1. The Team should undertake a critical evaluation of ESC's mandate. How can work under ESC's mandate be strengthened to provide advice to developing member governments on national commodity policies? Trade role of FAO: does ESC have a unique mandate for this? What is it?
- 2. From supply to demand-driven activities: who are ESC's most important clients? what are their needs and what is FAO's response? Need to assess demand for ESC services and products: IGGs, CCP, analytical studies, commodity projections, trade policy, etc.
- 3. Markets, marketing and commodities: what should the Division focus on? Do clients know exactly what FAO's commodity "analysis" is? How can ESC avoid overlap and confusion with other divisions? Data collection and dissemination *vs* Analysis: which really provides an international public good? What is the real demand for ESC analytical studies, considering the significant resources needed for their dissemination?
- 4. In general, what is the optimum frequency and focus of market information and intelligence (monitoring) reports? Does it still make sense for ESC to collect short term commodity information? Is it useful? For whom and for what commodities and in what form? Could annual reviews be enough? Should "Food Outlook" further reduce its frequency? Would it be better to mobilise resources to purchase commodity market information? How can commodity work be done in conjunction with WB and UNCTAD? And better focussed on most relevant commodities? Which commodities, which countries?
- 5. Modelling and projections work: Team should seek to understand what is the ideal mix with ESC's other areas of work, including commodity-specific expertise.
- 6. WTO and other trade related work is becoming increasingly prominent: Team needs to look at the substance of what is being done in this area: will it really help developing countries take advantage of the agreements and the changing trade environment? Does ESC have the capacity to do this work?
- 7. How can the Division better harmonise FAOSTAT and ESC commodity databases?

IGGs and CCP

1. Is there synchronisation of outputs of IGGs with work programme of Division? What is the CCP/IGG mandate for the Division?

- 2. What is the real usefulness of IGGs and CCP? are there alternatives? what is real usefulness of inter-governmental statutory bodies? Are they still relevant? Structure of the IGGs: Should they be more regional? reorient? restructure? need to simplify? remove some, possibly create new ones according to evolution of commodity markets?
- 3. Is servicing the IGGs still relevant for FAO and ESC? good use of resources? What steps can be taken in the IGGs to develop a better interaction with private sector?

New and proposed activities

- 1. Who will be the Division's <u>new</u> clients in future, as it moves towards new and emerging issues?
- 2. Commodity risk management: Is there enough capacity in ESC to deal with it? Is there demand from countries? From the organisations which are part of Risk Mgt Task Force? Regarding risk management, what are the real options available to (small) producers?
- 3. Does ESC have comparative advantage (internally in FAO and externally) in agribusiness (value chains)? Should it focus on this approach in its trade policy work? In its commodity analysis work?
- 4. Should ESC (in cooperation with internal and external partners) focus on constraints to response (supply constraints) by developing countries to external and internal conditions (trade agreements, commodity market structure, land tenure issues, etc. etc.)
- 5. Trade and policy analysis: in coming years the focus will be on the Post-Doha agenda, i.e., interpretation of negotiated outcomes. What should <u>ESC's</u> role be? How should FAO/ESC develop capacity and find resources for providing this analysis: focus on what <u>ESC</u> can do
- 6. Should work on Regional Trade Agreements and in general regional and bi-lateral trade liberalisation be expanded? Also work on consumer attributes, GMOs, risk management, Aid for Trade and other emerging issues?

Publications, dissemination

- 1. Would a Newsletter be useful? Working Paper series: could it be usefully merged with other divisions' WPs? Could there be co-production of publications?
- 2. Is there scope (or a need, or a comparative advantage) for reorienting publications and outputs including targeting non-traditional audiences, such as the university or research community in OECD countries?
- 3. Delivery mechanisms: would electronic delivery be sufficient in certain cases? are paper publications necessary (costly paper or free megabytes)? Do they meet the needs of stakeholders? How can print publications be done at lower cost? (e.g., printing in India, etc.)

Approach and methodology of the evaluation

- 1. It is important to consider that the Expert Panel is making recommendations at a particular point in time, and should not necessarily constrain the priorities of the Team if the context evolves differently: the Team should take the widest possible view. Likewise, the Evaluation itself should seek to avoid making proposals which would constrain ESC's ability to flexibly adjust to emerging issues.
- 2. The Panel suggests talking to the Permanent Representatives in Rome, as well as to the negotiators in the National Representations in Geneva
- 3. On country visits, also talk to:
 - large INGOs (Oxfam, IPC, ICTSD, etc.);
 - larger agribusinesses and other market participants; and
 - national research institutions, universities, etc.

ANNEX IV

PROGRAMME ENTITY REVIEW

Review of Implementation to date of the "Old" Programme Entities

1. This evaluation was conducted at a time of significant change in the structure of the ESC Division and in the organization of its work. In reviewing the work programme, the ET necessarily had to make judgements based on objectives and targets presented in the work programmes of past years, the "old" programme entities (PEs). It should be stressed that there has been substantial but very recent adjustment in the work programme. Some aspects of certain old PEs have been assessed quite critically in the review below, but it is important to point out that in the "new" PEs the Division has responded to some of the problem areas identified.

PROGRAMME 2.2.3: Food and Agricultural Monitoring, Assessments and Outlooks

223P3. Market Assessments for Basic Food Commodities and Impact on Global Food Security

	PWB 2002-03	PWB 2004-05
Allocated budget	1,458	1,391
% of C&T budget	12%	12%

Budget for this Programme Entity 2002-2005 (USD 000s)

Objective

2. The key actors in food and agricultural commodity markets will be able to make better decisions in adapting to changing market conditions. In particular, decision makers in governments will promote appropriate programmes or policies aimed at enabling the private sector to seize emerging commodity market opportunities.

Assessment

3. This programme is carried out through extensive publications, conferences and briefings on essentially all major food crops. The outlook and monitoring results are released through FAO publications, media, and press briefings. One copy of the outlook and related publications is sent to each member country. In addition, the publications and briefings are placed on the FAO web page. From our evaluation, these outputs generally appear to be of good quality. However, as discussed elsewhere, the amount of reporting on short-term movements in commodity markets should be reduced while the extent of in-depth analysis of longer-term trends should be increased.

4. A major obstacle to this work having maximum impact is that the locus of many of the government decisions affecting agricultural marketing and trade has shifted from agricultural ministries to ministries of finance, trade and commerce and, unfortunately, the FAO publications and other material often go only to the ministries of agriculture. From the ET's field experience it was obvious that the ministries of trade and commerce were often unaware of ESC's work on food commodities. On the other hand, most ministries of agriculture have no marketing or trade departments to deal with these issues. Nor do they have much to do with the development of policies affecting the private sectors involvement in commodity marketing and trade, which was a key objective of the PE.

5. A second obstacle is that the importing, exporting, and storage of food products take place largely in the private sector. Most of the private sector agents involved are unaware of the data

systems, outlook and market analysis of the FAO and the ESC. The result is that, aside from information dissemination by ministries of agriculture, this work does not reach one of the main actors in the food supply chain. Changing this situation will require considerable effort on the part of the FAO, particularly the country representatives. It is for these reasons that the scoring for the PE with respect to Formulation and Design, Process, and Sustainable Effects and Impacts has been rated so poorly.

Issues

6. Three points follow from the above comments. First, the FAO and particularly the country representatives must broaden their circle of regular contacts in countries. This may be difficult because the country representatives and their in-country assistants often come from the ministries of agriculture. A major reorientation of the tasks of the country representatives and their staff will be necessary if the data and information produced by ESC is to get to the right hands on a timely basis.

7. A second concern is the capacity of ESC to do in-depth market outlook and food commodity impact assessments with the data at hand. Unless the Division has access to up-to-date information that relates to the segmentation that is taking place in most agricultural product markets, the commodity analysts cannot be expected to provide in-depth understanding of what is happening in these markets. Only the private sector has access to the kinds of information needed. This is the reason for the recommendation that ESC must explore the inclusion of the private sector in the IGGs and in joint issuance of outlook material.

8. Finally, the FAO web page for accessing reports and data is not user friendly. The Organisation's system of dissemination needs to be looked at from the 'outside in'. That is, have the system designed with the needs of the consumer in mind rather than the needs of the producer of the information. The result should be a web page that is more accessible for users, and its use should be tracked by the characteristics of the users to determine if the information is going to the right destinations, including those designing regulations for the effective operation of commodity markets.

223P4 Projections and Global Commodity Market Assessments

	PWB 2002-03	PWB 2004-05
Allocated budget	986	948
% of C&T budget	8%	9%

Budget for this Programme Entity 2002-2005 (USD 000s)

Objective

9. Countries adjust their policies, strategies and plans to seize trade-related opportunities, based on increased awareness of current developments and future prospects in global markets.

Assessment

10. It is clear from the field visits that some developing member countries have adjusted their policies to seize trading opportunities. For example, Brazil, Chile, China, Dominican Republic, and Thailand have built much of their recent good economic growth on the expansion of exports of agricultural products. These countries are also very conscious of the need to meet international health and safety standards. However, it is impossible to say to what extent these changed policies were due to information and analysis provided by FAO. The private sector is largely driving these exports and

is having a large part in getting governments to put in place more appropriate policies. Still, as observed by the peer reviewers of the Division's publications, the publications and technical assistance have been relevant, well targeted, and technically of good quality, although from our country visits we believe that the outputs could have been better targeted. It is for this reason that the scoring of the PE with respect to Process and Sustainable Effects and Impacts has been rated so low.

11. As with the assessment of 223P3, there are the obstacles facing the effective dissemination of the reports, including the fact that the ministries of agriculture generally have little to do with trade. There is a need to get the reports and their web addresses into the hands of the individuals in the agencies and firms that undertake trading activities and formulate market regulations. This is a job that should be more effectively undertaken by the FAO country representatives.

12. This is also an area where ESC has rapidly evolved a different strategy. The development of the COSIMO model is having and will have an even more important impact on the projections made by commodity analysts. The features of the model that make it attractive for projections are the implicit balances that are maintained within it and the OECD modelling system, the participation of FAO staff in meetings with OECD, and their acquaintance with other modellers doing similar work around the world.

13. The limitations of the projections relate to the use of the FAOSTAT database for the projections and the needed updating of the FAOSTAT system. The revised FAOSTAT data should become available in 2007.

Issues

14. Development of good commodity policy is an objective that provides the rationale for the development of commodity projections capacity within ESC. A relevant question is whether the information is disseminated to governments and the private sector effectively and on a timely basis. The current way in which the information and analysis generated by ESC is provided to member countries is through ministries of agriculture. This must be changed. One of the methods recommended for linking with the private sector is to involve the ICBs in the short-term modelling exercises and thereby developing contacts that can assist in disseminating the medium-term projections as well as the shorter-term information and analysis.

15. A major issue is whether ESC is going to expand and institutionalize its partnerships with the ICBs and other organizations. The ET learned that a MOU is being contemplated with OECD. Similar MOUs should be negotiated with other large-scale forecasting modelling systems, e.g., FAPRI, IFPRI, and the US Economic Research Service. It is important to institutionalize COSIMO within ESC and develop staff capability to assume the leadership of the model in the future.

223P5 Market Assessments of Tropical Horticultural and Raw Material Commodities and Impacts on Food Security

Budget for this Programme Entity 2002-2005 (USD 000s)

	PWB 2002-03	PWB 2004-05
Allocated budget	1,976	1,929
% of C&T budget	17%	17%

Objective

16. The key actors in food and agricultural commodity markets will be able to make better decisions in adapting to changing market conditions. In particular, decision makers in governments will promote appropriate programmes or policies aimed at enabling the private sector to seize emerging commodity market opportunities.

Assessment

17. This PE is the second half of the agricultural product market analysis work undertaken under 223P3. The same comments apply about the quality of the information and analysis provided by ESC. The focus in 223P5 is on many products that are specific to developing countries. Many of these commodities are also becoming involved in integrated marketing networks developed by the private sector (supply or value chains). This development adds another dimension to that of the basic food commodities (covered under 223P3), which is the study of these integrated marketing systems that we have identified as a potential key theme for ESC.

18. The other issues raised in the evaluation of 223P5 are much the same as for the assessment of 223P3, except that for many of these commodities ministries of agriculture are even less involved than with the basic food commodities. Another issue is that the private sector is dominating marketing and distribution and through the imposition of certifications has created the necessity of standards certification for farmers. In many cases these commodities are produced by smallholders. A critical issue therefore is the capacity of smallholders to meet the standards imposed. There is also a need to develop price and production risk management systems in which smallholders can participate.

19. The marketing of several of the cash crops within this group of commodities was earlier managed by ICBs with the objective of stabilizing prices. The ICBs are no longer involved in this activity. But price instability continues, and with the removal of international and national price stabilisation measures price risks are now primarily borne by smallholders. This in one of the reasons we have proposed risk management as one of the major themes for ESC's work programme. The lack of involvement of agriculture ministries in the making of policy relevant to trade and marketing, and the fact that ESC output has been primarily targeting these ministries, has meant that the work of the Division in influencing the involvement of the private sector in these markets has not been nearly as effective as it could have been. It is for this reason that the scorings on Formulation and Design, Process, and Sustainable Effects and Impact are not as high as for the other scoring criteria.

Issues

20. The issues are much the same as for the basic food commodities. Added issues for these horticultural and raw material commodities concern smallholders and how to protect them from the potential monopoly power of the large firms purchasing their products, and how to develop mechanisms that can help them to manage the price risks. Other issues relate to the unresponsiveness of supply to the liberalisation of markets, the capacity of smallholders to meet the certification requirements set in export markets, and the use of standards as technical barriers to trade.

21. Another issue for these commodities is that, aside from those agricultural products covered by the ICBs, the FAO is the only international organization that is producing public good types of information for these industries. This makes it especially important for ESC to be at the frontier in terms of analytical techniques and coverage of issues.

223S1 Technical Support Services to the Member Nations and the Field Programme.

	PWB 2002-03	PWB 2004-05
Allocated budget	532	758
% of C&T budget	4%	7%

Budget for this Programm	e Entity 2002-2005 (USD 000s)
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Objective

22. Under this entity, it is envisioned to enhance the provision of technical support services, while continuing to make contributions to serving the Committee on Commodity Problems (CCP) and its Intergovernmental Commodity Groups (IGGs).

Assessment

23. There have been 18 meetings of the IGGs since 1998, with the most frequent meetings being those of the Bananas and Tropical Fruits, Natural Fibres, and Meat and Dairy Products. The ESC has acted as Secretariat to the General Sessions of the CCP, of which there have been six since 1995. These meetings require much planning and the preparation of numerous background or issues papers, making heavy demands on the resources of the Division. The budget of this entity in fact covers only the direct costs of the meetings (document and translation, interpreters, conference staff, etc.), and does not cover staff time. This has been changed in the new structure, and there is now a PE, 3CP08, which covers all costs, direct and indirect, of these meetings. It was allocated US\$ 1.48 million for the biennium.

24. The quality of the reports to the CCP and the IGGs is seen as being high. With respect to the changing circumstances of commodity markets and what this has meant for the CCP and particularly the IGGs, this has been noted by the Division and adaptive changes have been made.

25. The other source of support and technical services is the CFC and donor funded projects. The CFC work of ESC is largely a project management function. With the growing pressure for funds, the donor supported projects are and will be expanding.

Issues

26. There are three issues of concern for this entity. First, there is the concern that the IGGs should somehow be reorganized or eliminated. The reorganization proposals relate to involvement of the private sector and the NGOs as full participants. The elimination proposals are related to the fact that some of the IGGs are not functioning as in the past because the governments are not so involved in the management of commodity markets and there are other sources for the information that is disseminated.

27. Second there is the issue of the CFC and the call by the ET for ESC to broker these projects to FAO divisions that have the necessary expertise. This is a change that is supported by the CFC.

28. Third, donor funded projects will likely increase if the recommendations of the ET are accepted. That is, the ET believes that there will be a different funding model for FAO (and other international organizations) in future that will require it to access more donor funds if it is to succeed and grow. This too has implications for the IGGs.

PROGRAMME 2.2.4: Agriculture Food and Trade policy

224A2 Commodity and Trade Policy Support to Developing Countries for Trade Negotiations

	PWB 2002-03	PWB 2004-05
Allocated budget	941	1,363
% of C&T budget	8%	12%

Budget	for this Program	ne Entity 2002-2	005 (USD 000s)
Duuget	tor this rivgram	ne Entry 2002-2	000 (000 0000)

Objective

29. Countries, especially developing countries, are able to participate effectively in trade negotiations affecting the international regulatory framework for agriculture.

Assessment

30. This PE has been a major activity of the Division. Educational workshops have been conducted in all FAO regions. Special assistance has also been given to countries that have requested it. Training workshops have been conducted jointly with other UN organizations such as UNCTAD, and with other divisions within FAO, for example TCA. The training workshops, mostly on trade negotiations and implementation, were commented on very favourably in all the developing countries visited by the ET, and we can say that ESC has performed an important public good service for the developing countries in assisting them to develop their trade negotiation strategies. The most frequent criticism of this training was that at times it is not coordinated with the Regional Offices to permit follow through. The peer reviewers have commented favourably on the relevance, appropriateness, readability, and technical quality of sample material produced under the programme of work.

31. A frequent comment during the field visits to developing member countries was that they would like to see ESC do more analysis on regional trade arrangements and the interrelationships between bilateral and regional agreements and the WTO agreements. To date its focus has been primarily on the WTO agreements and negotiations. It can be noted that under the Division's new work programme, the Programme Entity 3CA02 "Support to the Multilateral Trade Negotiations and Support for Implementation of Multi-Lateral Trade Agreements" will see that analytical support is given to members on regional trade issues and arrangements.

32. Another aspect of the work that requires attention is the fact that agricultural ministries are not much involved in trade issues. FAO must have a greater coverage of ministries if it is to successfully educate the trade and marketing specialists in the developing member countries.

33. There is also the issue of the role now played in agricultural product markets and the setting of agricultural trade policy by the private sector. The question arises as to how ESC and other FAO programmes will educate these participants in trade policy. This is an audience that ESC and more generally FAO must address in the interests of the effective development of the WTO and regional and bilateral trade agreements.

34. An issue raised in some ET discussions with country and regional officers was that the training workshops did not include them and that this affected the extent to which the training could be internalised within the country/region.

35. This part of the work programme has received considerable assistance from the Japanese Government. In discussions between the ET and Japanese Government officials concern was expressed about the delays in progress and completion reports from the two training projects funded.

Issues

36. The major issues for this entity concern the continuation of educational programmes and the changing demands of the developing member countries. These programmes must shift over time to embrace the trade and marketing issues of the countries. This has been happening with the shift from negotiations to implementation. Perhaps as the Doha Round of the WTO draws to a close the effort will shift again, this time to regional and bilateral trade agreements. Also, the shift must be towards the individuals and agencies in the member countries that are the major players in trade—the trade and commerce ministries and the private sector.

37. The private sector presents perhaps the most difficult interest group for ESC, and more generally FAO, to address. Private sector players influence trade policy through their tactics and political contacts with governments. Many of them are multinationals, so their influence is across countries as well as within countries. They also make their own trade policies through standards and certifications to meet the demands within their supply or value chains.

224P4 Analysis and Consensus-Building on Emerging Commodity Trade Issues

Dudget for this i rogramme Entry 2002 2006 (CSE 0003)		
	PWB 2002-03	PWB 2004-05
Allocated budget	4,983	3,686
% of C&T budget	42%	33%

Budget for this Programme Entity 2002-2005 (USD 000s)

Objective

38. The international trading system becomes better accepted by all countries as a fair and efficient system, and developing countries improve their capacity in maximizing the benefits from trade in processed and semi-processed food and agricultural commodities.

Assessment

39. This entity has the highest budget allocation of all those examined. This covers consultative mechanisms such as intergovernmental consultations, multi-commodity and multi-disciplinary outlook conferences, networking and multi-media communications, and inter-disciplinary linkages with government, non-governmental, academic and private sector stakeholders, for the purpose of promoting international understanding and consensus regarding evolving agricultural trade commodity issues. The entity also funds the maintenance of databases and development of methodologies to assess factors such as the impact of new technologies on trade, eco-labelling and fair trade, organic agricultural development and competitiveness of agricultural commodities. A good part of the staff time for preparation of documents for some of the IGGs and the CCP also comes under this entity.

40. ESC has generated several papers on issues relevant to the development of a fair and efficient international trading system and improving the capacity of developing countries to increase trade in semi-processed and processed agricultural products. These include papers on the quantification of the impact of trade barriers in developed countries and the impacts of agricultural trade liberalisation scenarios, standards and certification, intellectual property rights, promotion (e.g. bananas, tea), new markets such as organic foods, value chain analysis, and price transmission in commodity markets. It

is very difficult to evaluate the benefits of these kinds of analysis. It does appear, however, that there has been a reasonable amount of analytical output from the programme.

41. What we think of as processed and semi-processed commodities may well change. The type of processing that is occurring in developed countries is more related to the supply or value chains that are emerging than the old ideas of manufacturing types of processing. Examples include packaging of horticultural crops in the field, and sourcing of commodities with particular traits for some of the traditional commodities traded in bulk: rice, coffee, tea, non-GMO grains, etc. Thus, these categories of processing may have to be better taken into account by the Division, if it is to serve the development of this sector.

42. Further, the issue of regulatory systems that can support processing depends upon who is going to do it. The sector that will likely develop this capacity is the private sector. Thus, the efforts to support countries in developing regulatory policies needs to address the private sector and the role that they see for adding value in the developing countries.

Issues

43. The private sector will be heavily involved in the types of processing that will succeed in developing countries. This means that there will have to be a good economic argument for the existence of the added value services in the developing countries. Attention must go to supply and/or value chains and the opportunities that present themselves. The major concern of governments should be to provide the kind of investment and regulatory environment in which efficient private sector activity will flourish.

44. Therefore, there should be concern about the poor supply response in developing countries to domestic economic reform and to the opening of export markets. In many cases, the agricultural ministries are themselves the reason for the poor supply response. Thus, there is much for ESC and other divisions to do in this area. ESC has begun to address these issues in the context of greater private sector involvement in trade. The ET encourages the pursuit of these efforts and applauds the organizational change that has brought marketing into the trade issues.

45. Many of the value added opportunities available to developing countries are in the marketing area. Efficient marketing systems are essential to the development of value added processing, and consistent with private sector involvement in trade. These issues will become more important in the development of policies that allow the developing countries to capture more of the added value in the marketing chain.

224P5 Enhancing Diversification and Competitiveness of Agricultural Commodities

Budget for this Frogramme Entity 2002-2005 (USD 0008)			
	PWB 2002-03	PWB 2004-05	
Allocated budget	1,132	1,064	
% of C&T budget	9%	10%	

Budget for this Programme Entity 2002-2005 (USD 000s)

Objective

46. More effective national commodity and trade development strategies, enhancing capacity to generate individual commodity and trade development projects aimed at improved competitiveness and exploitation of market opportunities.

Assessment

47. The ET could find only a few outputs that relate to this area of work. Some of the outputs that appear to relate mainly to 224P4 could be seen to be relevant to this PE also, such as papers on organic exports, "fair trade", standards and certification, and intellectual property. Other papers that directly relate to this PE discuss non-traditional exports, value adding (e.g. bananas), and market development strategies (e.g. hides and skins and leather). However, there is little output relating to national trade development strategies and improving competitiveness.

48. This is an area that has been under developed in ESC, which is possibly due to the fact that in recent years the trade specialists have been concentrating on WTO negotiations and implementation.

49. Competitiveness is a particularly difficult issue to attach meaning to. What the ET understands this to refer to the opportunity to develop new products and commodities that can compete in the international market. These new commodities may in many cases be the old commodities in different wrappers—old commodities with traits preserved or marketed in new ways. This is an important area for work in ESC, and one which the changes in the divisional structure and work programme will equip it to better address.

50. The issues for developing countries are first to generate the supply response that is potentially forthcoming as trade is liberalized. There are many constraints to a robust supply response in the developing nations, often taking the form of domestic government interventions. ESC and FAO more generally should first concentrate on helping countries overcome the obstacles to improved supply response. Also, there is the important issue of market "entry", i.e. improving trade facilitation so that exports can access the markets that have been opened to trade.

51. Strategies for improved competitiveness and the development of trade will have to be developed in partnership with the private sector. Also, the CFC and the ICBs are changing into "development agencies" and are involved to an increasing extent in these and related issues and therefore are potential partners. In many cases, improving competitiveness involves government cooperation that extends far beyond the agricultural ministries, to finance, trade, commerce and industry policy branches of governments. This means that, as we have mentioned earlier, ESC and FAO in general will be required to work across ministries, if they are to be successful players in the diversification and competitiveness areas.

52. As noted above, the output from this project appears to have suffered from the Division's necessary commitments to other projects. The design of the project is also not clear and well directed and as a result the processing of the project and its sustainable impacts has suffered. Hence, the scoring of the PE in these areas is low.

Issues

53. Development of this area of work will depend heavily upon the success of new partnerships. New or strengthened partnerships, such as with the CFC and the ICBs, will enhance capacity for this kind of work within the Division. Also, the effort must be in partnership with the developing country governments and the private sector. This will require a different approach from ESC and other divisions, including the area and field representatives.

Annex V

Publications of the Commodities and Trade Division

September 2006

Publications are posted on ESC Web pages <u>http://www.fao.org/es/, http://www.fao.org/trade/</u> , and <u>http://www.fao.org/giews/</u>	
The language codes used here are: A=Arabic, C=Chinese; E=English; F=French; S=Spanish.	
SERIES AND MAJOR STUDIES	26
BACKGROUND DOCUMENTS OF FAO MEETINGS	31
TRADE AND THE WTO NEGOTIATIONS	36
MARKET ANALYSIS AND OUTLOOK	41
ENVIRONMENT	46
ESC MISCELLANEOUS PUBLICATIONS AND DISCONTINUED SERIES	47
ESC PAPERS IN THE FAO ECONOMIC AND SOCIAL DEVELOPMENT PAPERS SERIES	49

	Year of publication	Lang.	Link/ notes
COMMODITY MARKET REVIEW 2005-2006	2006	Е	http://www.fao.org/docrep/008 a0334e/a0334e00.htm
THE STATE OF AGRICULTURAL COMMODITY MARKETS 2004 (SOCO)	2005	A/C/E/F /S	http://www.fao.org/docrep/007 y5419e/y5419e00.htm
FAO REVIEW OF AGRICULTURAL COMMODITY POLICIES:			
No. 1 Policies for basic food commodities 2003-2004	2006	E/F/S	
AGRICULTURAL COMMODITY MARKETS AND TRADE. NEW APPROACHES TO ANALYZING MARKET STRUCTURE AND INSTABILITY. Edited by: Alexander Sarris, David Hallam. Cheltenham (UK). 472 pp., hardback ISBN 92-5- 105313-8 TC/M/Y6083/E \$135.00 (Co-published with Edward Elgar, UK).	2006	Е	http://www.fao.org/es/esc/com mon/ecg/88281_en_mnr0206.p df

OECD-FAO Agricultural Outlook 2006-201 Perspectives agricoles de l'OCDE et de la FAO 2006-2015 Perspectivas agricolas, OCDE-FAO, 2006-2015	2006	A/C/E/F /S	<u>ftp://ftp.fao.org/docrep/fao/009</u> /a0621e/a0621e00.pdf <u>ftp://ftp.fao.org/docrep/fao/009</u> /a0621f/a0621f00.pdf
OECD-FAO Agricultural Outlook 2005-2014 Perspectives agricoles de l'OCDE et de la FAO 2005-2014 Perspectivas agricolas, OCDE-FAO, 2005-2014	2005/ 2006	A/C/E/F /S	http://www.fao.org/es/esc/en/2 0953/22218/22242/highlight_1 08756en.html E/F: SourceOECD@oecd.org A/C/S: Publications- sales@fao.org
FAO COMMODITIES AND TRADE PROCEEDINGS:			
No 1. Proceedings of the FAO Rice Conference 2004. Rice in global markets.	2005	E FS abs- tracts	http://www.fao.org/docrep/008/ a0033e/a0033e00.htm
FAO COMMODIFIES AND TRADE TECHNICAL DADERS.			
FAO COMMODITIES AND TRADE TECHNICAL PAPERS: No.7 - Small Island Developing States. Agricultural production and trade, preferences and policy.	2004	E	http://www.fao.org/docrep/007/ y5795e/y5795e00.htm
No. 6. Production and export of organic fruit and vegetables in Asia. <i>Pascal Liu</i> .	2005	Е	http://www.fao.org/docrep/008/ y5762e/y5762e00.htm
No. 5 - Voluntary standards and certification for environmentally and socially responsible agricultural production and trade. <i>Pascal</i> <i>Liu, Mikkel Andersen, Catherine Pazderka</i> .	2004	E/F/S	ftp://ftp.fao.org/docrep/fao/007/ y5763e/y5763e00.pdf
No. 3 - The Market for Non Traditional Agricultural Exports. David Hallam, Gill Lavers, Pascal Liu, Paul Pilkauskas, George Rapsomanikis, Julie Claro.	2004	E	http://www.fao.org/docrep/007/ y5445e/y5445e00.htm
No. 2 - Environmental and social standards, certification and labelling for cash crops. <i>Cora Dankers</i> .	2003	E/F/S	http://www.fao.org/DOCREP/0 06/Y5136E/Y5136E00.HTM
No. 1 - Medium-term prospects for agricultural commodities. Projections to 2010.	2003	E/F/S	http://www.fao.org/docrep/006/ y5143e/y5143e00.htm
FAO COMMODITY STUDIES:			
No. 2 - Issues in the global tobacco economy. Selected case studies.	2003	E/F/S	http://www.fao.org/DOCREP/0 06/Y4997E/Y4997E00.HTM
No. 1 - The world banana economy 1985-2002. Pedro Arias, Cora Dankers, Pascal Liu, Paul Pilkauskas.	2003	E/F/S	http://www.fao.org/docrep/007/ y5102e/y5102e00.htm
FAO COMMODITY AND TRADE POLICY RESEARCH WOR	KING PAPER	S (E - abstra	acts F/S):
No. 19 - The role of agriculture in reducing poverty in Tanzania: A household perspective from rural Kilimanjaro and Ruvuma. <i>Alexander Sarris, Sara Savastan, and Luc Christiaensen</i>	2006	E	In preparation

No. 18 - Household vulnerability in rural Tanzania. <i>Alexander</i> Sarris and Panayiotis Karfakis	2006	Е	In preparation
No. 17 - Producer demand and welfare benefits of rainfall insurance in the United Republic of Tanzania. <i>Alexander Sarris, Panayiotis</i> <i>Karfakis, and Luc Christiaensen</i>	2006	E	In preparation
No. 16 - The use of organized commodity markets to manage food import price instability and risk. <i>Alexander Sarris, Piero Conforti,</i> <i>Adam Prakash.</i>	2006	Е	http://www.fao.org/docrep/008/ j7468e/j7468e00.htm
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1. Major constraints to trade in processed agricultural products confronting developing countries

- 2. Identification of special products: possible selection criteria and treatment
- 3. Forestry trade issues in the WTO
- 4. Fisheries trade issues in the WTO
- 5. Trade related intellectual property rights: Plant varieties and biodiversity, traditional knowledge and benefit-sharing
- 6. Trade related intellectual property rights: geographical indications
- 7. Important commodities in agricultural trade: bananas
- 8. Non-tariff measures in agricultural trade

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- 9. Global trade in agriculture, fisheries and forestry
- 10. Food import bills of least developed countries (LDCs) and net food importing developing countries (NFIDCs)
- 11. Non traditional agricultural exports (NTAES)

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Rice Market Monitor, bi-monthly	Е	http://www.fao.org/es/esc/en/ 20953/21026/21631/highlight _23001en.html
Oilcrops Market Monitor (bi-monthly)	Е	http://www.fao.org/es/esc/en/ 20953/21017/21586/highlight _27927en.html
Information notes on Agricultural Commodities	AEFS	http://www.fao.org/es/ESC/

BACKGROUND DOCUMENTS OF FAO MEETINGS

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 65th Session (11-13 April 2005)
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 Recent developments in agricultural commodity markets, CCP 05/09

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Upgrading in the international tea sector: a value chain analysis

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The impact of the elimination of tariffs on jute and hard fibre trade The production and consumption of kenaf in China

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ESC/M/89/3	Global outlook for wheat, soybeans and feedgrains
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•	Economic Assessment of Production-Related Environ-mental Impacts, by J. Winpenny and R. Williams, ODI, ESC/Misc/94/7, 1995
•	Reporting procedures and consultative obligations under the FAO principles of surplus disposal. A guide for members of the CSSD (2001)
ESCP/No 1 (1996)	Review of the Cereal Price Situation in Selected Developing Countries in 1995/96 and Policy Measures to Offset the Price Rise
ESCP/No 2 (1996)	Report of a Meeting of Experts on Agricultural Price Instability. Rome, 10-11 June 1996
ESCP/No 3 (1997)	The Impact of the Uruguay Round on Tariff Escalation in Agricultural Products by J. Lindland <u>ftp://ftp.fao.org/docrep/fao/006/w4357e/w4357e00.pdf</u>
ESCP/No 4 (1997)	L'Accord sur l'agriculture de l'ÓMC: Consequences pour le Sénégal (F)

ESC MISCELLANEOUS PUBLICATIONS AND DISCONTINUED SERIES

Cereal Policies	- annual up to 1998-99, when it was replaced by Review of Basic Food Policies
Review	http://www.fao.org/DOCREP/005/X4860E/X4860E00.HTM (EFS)
Commodity Review	- annual until 1994-95, when it was replaced by Commodity Market Review
and Outlook	http://www.fao.org/docrep/T1980E/T1980E00.htm (EFS)

ESC PAPERS IN THE FAO ECONOMIC AND SOCIAL DEVELOPMENT PAPERS SERIES

26.	The Commodity Trade Implications of the European Economic Community Enlargement	1983	EFS
27.	New Protectionism and attempts at liberalization in agricultural trade	1983	EFS
29.	Expanding agricultural commodity trade among developing countries	1983	EFS
31.	World Banana Economy: statistical compendium	1983	Trilingual
32.	Approaches to world food security	1983	EFS
34.	Food aid for development	1985	EFS
36.	Cereals: selected aspects of production, trade and price policies	1983	Е
37.	Changing patterns and trends in feed utilization	1983/84	EFS
38.	Oilseeds and oils: national policies of selected countries	1983	Е
39.	Assessing food aid requirements	1983	EFS
41.	Promoting agricultural trade among developing countries	1984	EFAS
49.	World meat economy in figures	1985	Trilingual
50.	Sugar: Major trade and stabilization issues in the eighties	1985	EFS
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54.	Rice, selected aspects of production trade and price policies	1986	EFS
55.	Food aid and food security: past performance and future potential	1985	EFS
56.	Impact of national grain policies on world grain supplies and prices	1985	Е
57.	The world banana economy 1970-1984: structure, performance an prospects	1986	EFS
62.	FAO Agricultural Commodity Projections to 1990	1989	EFS
70.	Economic Cooperation among developing countries in agricultural trade	1987	EFS
75.	Agricultural policies, protectionism and trade: selected working papers	1989	EFS
76.	The world market for tropical horticultural products - prospects and development requirements	1989	ES
77.	Impact of changing technological and economic factors on markets for natural industrial fibres	1989	EFS
78.	Citrus juices: trends and prospects in world	1989	EFS

ESC PAPERS IN THE FAO ECONOMIC AND SOCIAL DEVELOPMENT PAPERS SERIES production and international trade

	production and international trade		
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89.	Tobacco projections to 2000	1990	EFS
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101.	A comparison of the cost of producing rice in selected countries.	1991	Е
120.	Medium-term prospects for agricultural commodities. Projections to 2000.	1994	EFS

Annex VI

Evaluation Questionnaire Sent to Member Countries

Name of Country Completing the Questionnaire

Job Title and Government Department of Person completing the Questionnaire:

	1. In your country, how important is each of the following FAO activities related to commodities and trade?										
		Lov	w prio	rity	Some priority				High priority		
		1	2	3	4	5	6	7	8	9	10
1.1	Maintaining an information service on the world commodity market situation and outlook for all the main agricultural commodities										
1.2	Providing information and intelligence on other aspects of agricultural commodity markets and trade (including medium to long term projections)										
1.3	Identifying specific commodity problems and proposing actions to mitigate them										
1.4	The FAO Committee on Commodity Problems (CCP)										
1.5	The Inter-Governmental Commodity Groups (IGGs)										
1.6	Advising individual developing countries on formulating and implementing their national commodity policies										
1.7	Providing commodity and trade policy analyses and support to developing countries for trade negotiations										
1.8	Monitoring continuously the world supply/demand outlook for food										
1.9	Global food security analysis										
Corr	ments or clarifications (if any)										

2. What is the priority for your country of FAO's wo the following commodity types (products) ?	rk in	inte	erna	tiona	al ma	arke	ts ar	nd tra	ade	of
	Lov	w prio	rity	ç	Some	priorit	y	Hig	h prio	rity
	1	2	3	4	5	6	7	8	9	10
2.1 Primary food crops										

2.2 Horticultural crops					
2.3 Primary industrial crops					
2.4 Processed (value-added) food crops					
2.5 Processed (value-added) industrial crops					
2.6 Livestock products					
Comments or clarifications (if any)					

3. In which area of trade development and trade policy does your country give greatest priority to the work of FAO ?

		Lov	v prior	ity	y Some priority		High priority		ity		
		1	2	3	4	5	6	7	8	9	10
3.1	Global trade negotiations										
3.2	Trade agreements between developed and developing countries (e.g., FTAs, PTAs such as EC-ACCP)										
3.3	Regional and sub-regional trade agreements										
3.4	Tariff and other economic barriers to trade such as quotas										
3.5	Non-tariff barriers to trade such as sanitary and phytosanitary standards										
Com	ments or clarifications (if any)										

4. Since 2000, has your country requested assistance in agricultural commodity markets and/or agricultural trade:

Yes	No
-	Yes

5. Since 2000, what assistance was received from FAO and what is the level of satisfaction with that assistance? 5.1 Has your country received any assistance from FAO or has it participated in workshops or networks since 2000 for agricultural commodity markets and agricultural trade? If no, there is no need to proceed further with question 5 5.2 TCP Projects Assistance

If yes , to what extent did this assistance meet expectations?		Poorl	M			pected	1		Very well			
	1	2	3	4	5	6	7	8	9	10		
5.3 Donor-funded or nationally funded (TF) projects						Yes		No				
If yes , to what extent did this assistance meet expectations?		Dearth			A a a a							
		Poorl	y I	1	As expected			Very well				
	1	2	3	4	5	6	7	8	9	10		
5.4 Assistance with preparation of a project for donor fund	dina				Yes			No				
If yes , to what extent did this assistance meet												
expectations?		Poorl	y	1	As exp	pected		,	Very w	vell		
	1	2	3	4	5	6	7	8	9	10		

5 (Continued) Since 2000, what assistance was re satisfaction with that assistance?	ceiv	ed fi	om F	AO a	and	wha	t is	the I	evel	of		
5.5 Participation in workshops/seminars (please list those in which						Yes			No			
participated):												
If yes , to what extent did this assistance meet expectations?												
		Poorl	y I	r í	As exp	pected			Very well			
	1	2	3	4	5	6	7	8	9	10		
					-							
5.6 Participation in network(s) (please list those in which p	oartio	cipate	ed):			Yes			No			
If yes , to what extent did this assistance meet expectations?		Poorl	v		As exp	pected			Very well			
	1	2	3	4	5	6	7	8	9	10		
5.7 Other (please specify):	1					Yes			No			

If yes , to what extent did this assistance meet expectations?		Poorly	ý		As ex	pected	I	,	Very w	vell
	1	2	3	4	5	6	7	8	9	10
Please explain your answers to question 5, particularly rela	ted t	o iter	ns sc	ored	1-3	and 8	8-10			

6. Was any assistance requested from FAO but not received in the following areas? If yes, please indicate the reasons in the space at the bottom of question 6	Yes	No
6.1 TCP Project(s)		
6.2 Preparation of a project for donor funding		
6.3 Expert advice on commodity and trade policy		
6.4 Other (please specify)		
Explanation		

7. Publications and websites											
7.1 Are you familiar with FAO publications (printed or example: <i>State of Agricultural Commodity Markets</i>		-		lity		Yes No					
Market Review, Food Outlook; Rice Market Monitor; FAO Commodity											
and Trade Proceedings; FAO Trade Policy Briefs; C and commodities and trade working papers											
If no, there is no need to proceed further with question 7.1											
If yes , to what extent do these meet your country's											
needs?		Poorly	y		Reaso	onably	1	•	Very well		
	1 2 3 4		5	6	7	8	9	10			
7.2 Have you consulted FAO websites related to commodi	ty an	d agi	ricultu		Yes			No			
trade policies and information? If no, there is no need further with question 7.2											
If yes , to what extent do these meet your country's											
needs?		Poorly	y		Reaso	nably		Ņ	Very w	rell	
	1	2	3	4	5	6	7	8	9	10	
7.3 Please explain your answers, particularly related to items scored 1-3 and 8-10.											
7.3 Please explain your answers, particularly related to iter	ns so	cored	1-3 a	and 8	3-10.				l		
7.3 Please explain your answers, particularly related to iter	ns so	ored	1-3 a	and 8	3-10.				I		
7.3 Please explain your answers, particularly related to iter	ns so	cored	1-3 a	and 8	3-10.						

7.4 What FAO publications, if any (printed or electronic), have proved particularly useful to you? Why?

	Do not know	wo	perfo orse th others	an		O per vell as				D perf etter t other	han
		1	2	3	4	5	6	7	8	9	10
8.1 Market monitoring and assessment for basic food commodities											
8.2 Projections and global commodity market analysis											
8.3 Market monitoring and assessments of tropical, horticultural and raw material commodities											
8.4 Commodity and trade policy support to developing countries for trade negotiations											
8.5 Analysis and consensus-building on emerging commodity and trade issues											
8.6 Work to enhance diversification and competitiveness of agricultural commodities											
8.7 Technical support and projects for member countries											
8.8 Please state with which other institution(s) you compared FAO's performance in making your assessment (e.g. WTO, UNCTAD, IFPRI, World Bank, universities, Regional Economic Bodies, International Commodities Bodies, etc.)											
Comments and clarifications on your responses											

8. Please compare FAO's work on commodity and trade issues to that of other sources

9. Opinions on FAO's work on commodity and trade issues		
	Agree	Disagree
9.1 FAO's work on commodities and trade is well known in our country		
9.2 FAO has been responsive to our country's expressed needs in commodities and trade (provision of trade policy advice, of information, of technical assistance)		
9.3 FAO is not presently addressing our country's needs related to commodities and trade		
9.4 FAO cooperates well on matters of commodities and trade with other national and international partners in our country		

9.5 FAO's work on commodities and trade is most useful to:	
public sector/government	
private sector	
Comments and clarifications on your responses	

10. Are you familiar with FAO's work in the follow issues? If so, please provide your assessment										
10.1 Domestic agricultural and food policies – monitoring and analysis					Ye	es	No			
	Pc	or wo	ork	Sat	isfact	ory w	ork	Exc	ellent	work
If yes, was their quality:	1	2	3	4	5	6	7	8	9	10
10.2 Multilateral trade negotiations (WTO) – both analy assistance	sis and te	chnic	al		Ye	es			No	
	Pc	or wo	ork	Sat	isfact	ory w	ork	Exc	ellent	work
If yes, was their quality:	1	2	3	4	5	6	7	8	9	10
, . ,										
10.3 Regional, bilateral and preferential trade agreeme analysis and technical assistance	nts – both			Yes				No		
	Pr	or wo	ork	Satisfactory work				Excellent work		
If yes, was their quality:	1	2	3	4	5	6	7	8	9	10
Il yes, was then quality.										
10.4 Trade and commodity policy modelling					Ye	es		No		
		or wo			isfact	I Í			ellent	
If yes, was their quality:	1	2	3	4	5	6	7	8	9	10
10 E. Implications of increased concentration along the	markat chi	l Din fe			Ye	20			No	
10.5 Implications of increased concentration along the primary producers			Jr						NO	
	Pc	or wo	rk	Sat	isfact	ory w	ork	Exc	ellent	work
If yes, was their quality:	1	2	3	4	5	6	7	8	9	10
10.6 Strategies for increased value addition in domesti markets	c and expo	ort			Ye	es			No	
	Pc	or wo	ork	Sat	isfact	ory w	ork	Exc	ellent	work
If yes, was their quality:	1	2	3	4	5	6	7	8	9	10
,,,-										
					Ye	es			No	

10.7 Changing structures of global food markets and implications for					Ye	es	No				
Low Income Food Deficit Countries (LIFDCs)	-										
	Ро	or wo	ork	Satisfactory work				Excellent work			
If yes, was their quality:	1	2	3	4	5	6	7	8	9	10	
10.8 Vertical and horizontal diversification strategies to reduc primary commodity dependence	e ex	cessi	ive	Yes				No			
	Ро	or wo	ork	Sat	isfacto	ory wo	ork	Excellent work			
If yes, was their quality:	1	2	3	4	5	6	7	8	9	10	
10.9 Contribution of trade to household food security	on of trade to household food security					es	No				
	Poor work			Satisfactory work				Excellent work			
If yes, was their quality:	1	2	3	4	5	6	7	8	9	10	
10.10 Vulnerability to commodity shocks at both the macro a household levels in open economies	nd				Ye	es		No			
	Ро	or wo	ork	Sat	isfacto	orv wo	ork	Exc	ellent	work	
If yes, was their quality:	1	2	3	4	5	6	7	8	9	10	
Comments and clarifications on your responses		•	•								

11. Any additional comments and clarifications on the answers provided above and on the services of FAO in Commodities and Trade