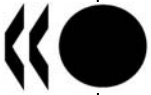


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COUNCIL

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IN-DEPTH EVALUATION OF THE COMMITTEE FOR AGRICULTURE

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EXECUTIVE SUMMARY

ASSESSMENT

Relevance: Medium to high

- The Committee's policy objectives are well aligned with the needs of policymakers, particularly those objectives relating to the environment and sustainable resource management, and productivity and technical progress along the value chain.
- Two of its Output Areas, focusing on agricultural policy reform and agriculture and trade, are of low or falling priority for OECD Member countries. A third, for which it has shared responsibility in the area of agriculture and fisheries sustainability, has seen an increase in interest and has become a middle-ranking priority for Members.
- The participation of capital-based delegates in the Committee, at the level of both the parent body and its Working Party, has been lower in recent years, particularly among nearer countries including recently acceding EU Member States. At the same time delegate seniority has been falling.

Efficiency: Medium

- The Committee is one of the best endowed OECD bodies in respect to Part I funding, but up to two-thirds of its production from 2002 to 2006 is at most of medium quality, despite widespread recognition of the quality of its quantitative analyses and capacity to conduct fact-based analyses of politically sensitive subjects. Among the one-third of higher quality Output Results are the Committee's two longstanding flagship products which account for a significant proportion of its Part I budgetary resources:
 - Agricultural Policies in OECD Countries: Monitoring and Evaluation and Reviews of non-Member economies;
 - Agricultural Outlook and the underlying model (AGLINK) and database (AMAD).
- The Committee has taken a number of initiatives to modify the way that it works, including introducing policy letters and forums, and feedback sessions on how its Output Results have had an impact in Member countries. It has also undertaken a self-assessment exercise and a prospective review by a high-level panel of experts.
- The Committee has generally succeeded in implementing its work programme without major problems since 2002. There have, however, been some difficulties in progressing work within the Working Party due to an over-dimensioned work programme and projects on politically sensitive topics advancing slowly and/or not being declassified.
- The COAG Bureau does not have a clear coordinating role vis-à-vis either its Working Party or the two joint bodies for which it shares responsibility. Furthermore, participation in the joint bodies is unbalanced since they are mainly attended by delegates with agriculture expertise.

- Interactions and working arrangements with other international organisations are satisfactory, particularly at Secretariat level.
- Stakeholder inputs are largely channelled into the work of the Committee in a satisfactory way.

Effectiveness: High

The impact of the Committee's work is widespread across Member countries, and on non-Member economies including through the Global Forum on Agriculture.

RECOMMENDATIONS

Recommendation N° 1: The Committee should assess and improve its underlying approach to policy analysis, particularly in terms of how it takes into account the diversity of national agricultural policy contexts and perspectives in its work, and how it deals with the challenges that arise when tackling new policy issues.

Recommendation N° 2: The COAG Bureau should reinforce co-ordination within the Committee, with its substructure including its joint bodies, and with the Secretariat.

Recommendation N° 3: The Committee should review, in conjunction with the other relevant OECD bodies, how horizontal working can be made more balanced in the case of work in the areas of trade and environment, reinforced with regard to rural development and developed in cases of emerging policy priorities at the interface of agriculture and other policy areas.

Recommendation N° 4: The Committee should be more involved in the preparation of Global Relations events and should receive regular feedback on their outcomes.

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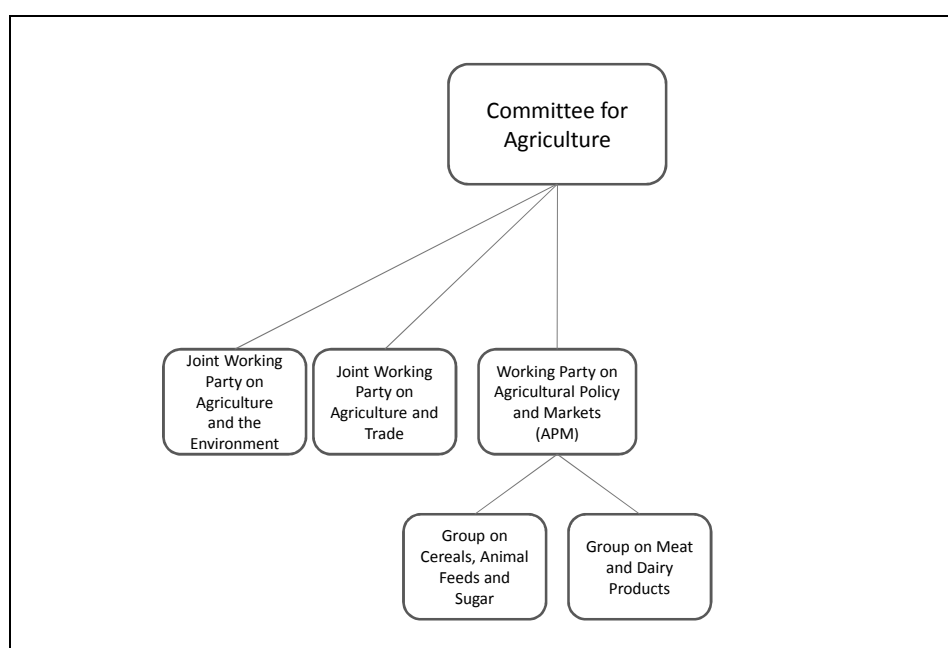
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1. The Committee for Agriculture and its policy environment

1. The Committee for Agriculture was created in 1961 and as such is one of the original OECD Committees. It has one sub-committee, the Working Party on Agricultural Policies and Markets (APM), which reports directly to it. The APM's work is supported by two specialised commodity groups working in the areas of cereals, animal feeds and sugar, on the one hand, and meat and dairy products, on the other. The Group on Cereals, Animal Feeds and Sugar was created in 1980, while the APM and the Group on Meat and Dairy Products were created in 1987.

2. The Committee for Agriculture is also a parent body of two joint working parties, one on agriculture and trade and another on agriculture and the environment. These bodies provide institutionalised linkages to the Trade Committee and the Environment Policy Committee (EPOC).

Figure 1 The Committee for Agriculture and its substructure



3. Part of the work of the Committee is taking place against the backdrop of the Doha Development Agenda negotiations and is intended to contribute to this process, with a view to further integrating agriculture and the food sector into the multilateral trading system. However, it is in part due to divergences on agriculture that the Round ran into difficulty in September 2003 when the WTO Cancun Ministerial broke up without decision. Progress continued to be slow during the period covered by the evaluation, with negotiations subsequently stalling in July 2008.

4. The evaluation methodology was implemented in accordance with standard principles,¹ but the analysis of survey results was modified to reflect the more indirect role of EU Member State policymakers in some aspects of agricultural policy.

5. The Committee for Agriculture was the first OECD body to hold a Ministerial level meeting after the creation of the Organisation in 1962. In total it has held 10 Ministerial level meetings, the most recent taking place in 1998.

1. See C/ESG(2005)1 & C/M(2005)20, C(2006)98 & C/M(2006)12, C(2006)124/REV1 & C/M(2006)16, and C(2008)9 & C/M(2008)4.

6. The Secretariat of the Committee for Agriculture and its substructure is situated within the Trade and Agriculture Directorate (TAD) which, prior to its merger with the Trade Directorate at the start of December 2006, was the Directorate for Food, Agriculture and Fisheries.

7. The duration of the Committee's current mandate is until 31 December 2008.

2. Evaluation methodology and approach

8. This In-depth Evaluation was conducted between December 2007 and April 2008. The Terms of Reference of the evaluation and the draft version of this report were discussed in meetings of the Evaluation Committee in which the Bureau of the Committee for Agriculture, the Chairs of its sub-committee and joint bodies, and the Secretariat were represented.²

9. The focus of the exercise is on the orientation of the Committee (*i.e.* the Level I Committee and its substructure³), its functioning and the Output Results for which it is accountable, as well as the policy use and impacts resulting from them. It covers the period as of 2002 to 2007.

10. The Committee was evaluated with respect to the following evaluation criteria:

- **relevance**, *i.e.* whether the Committee is addressing Member countries' and the European Commission's policy needs in the field of agricultural policy, and is likely to continue to do so in the medium term;
- **efficiency**, *i.e.* if the Committee is optimising the relation between its financial and human resource inputs and the quality of its Output Results, with a particular emphasis on its orientation and functioning as key factors;
- **effectiveness**, *i.e.* whether its Output Results are being widely used and if they are bringing about widespread and long-lasting policy development impacts in line with the Committee's objectives, at the level of Member countries and the European Commission.

11. Interviews took place with 36 key informants, primarily delegates, as well as OECD officials, representatives of other international and stakeholder organisations, and non-Member economies. A survey was conducted to collect data from Members' policymakers. Twenty-five OECD Members responded to the survey, a participation rate of around 80.6%, or 89.0% when weighted by Members' financial contributions. Data from the three mid-term prioritisation exercises of 2003, 2005 and 2007, and the PIR 2005-06 were also mobilised, along with other appropriate in-house sources.

12. The evaluation methodology was implemented in accordance with standard principles,⁴ but the analysis of survey results was modified to reflect the more indirect role of EU Member State policymakers in agricultural policy.

2. The meeting to validate the Terms of Reference took place on 29 November 2007 [CEV(2008)1]. The meeting to validate the draft final report was held on 13 May 2008.

3. By convention, for the rest of the report, a reference to the *Committee* includes the Committee for Agriculture and all its sub-committees. By contrast, references to the Committee for Agriculture (or COAG) concern only the parent body.

4. See C/ESG(2005)1 & C/M(2005)20, C(2006)98 & C/M(2006)12, C(2006)124/REV1 & C/M(2006)16, and C(2008)9 & C/M(2008)4.

3. Conclusions and recommendations of the evaluation

13. The performance of the Committee is assessed by the Evaluation Committee on the basis of the evaluation results as having been highly effective in terms of its impact on the development of agricultural policy in line with its objectives. At the same time, the extent to which its work programme and policy objectives have been wholly relevant to the needs of policymakers is open to question, notably with regard to agriculture and trade. The Committee is assessed as having been moderately efficient, primarily due to a large proportion of Output Results outside its “core” area of work being at best of medium quality. In the context of these results, the Evaluation Committee has made four recommendations to improve the performance of the Committee in the coming years.

3.1 Assessment of relevance

14. The assessment of relevance is based on a qualitative appreciation and synthesis of:

- the degree of alignment between the Committee’s mandated objectives/expected PWB outcomes and the policy needs of Members’ policymakers, using data from the evaluation survey;
- the interest of OECD Members in the Committee’s work, using data from the Medium-Term Orientations exercises and the participation of delegates from capitals in meetings as proxies.

15. The work programme and policy objectives of the Committee for Agriculture are assessed as being of medium to high relevance.

16. This rating is primarily motivated by the high degree of alignment between the Committee’s objectives and needs of Members’ policymakers in the field of agricultural policy and the somewhat mixed results with regard to successive MTO exercises.

17. Supporting analyses and findings can be found in paragraphs 57 to 71 in Annex I to this report, while key elements of the assessment are summarised below.

18. From the broad perspective of the relative priorities of OECD Members with regard to the Organisation’s areas of work, the results of the MTO exercise indicate that one of the two Output Areas fully under the responsibility of the Committee, *Agricultural Policy Reform*, has seen support fall since 2003 to latterly become a middle-ranking output area. The second Output Area, *Agriculture and Trade*, is closely linked to the DDA, which has encountered significant difficulties in advancing since the end of 2003. It has been a lower priority Output Area for Members for the period covered by the evaluation.⁵ By contrast, *Agriculture and Fisheries Sustainability*, an Output Area for which responsibility is shared with the Fisheries Committee, has evolved since 2003 from a lower priority Output Area to a medium-ranking one.

19. Regarding the interest of delegates from Member capitals to participate in Committee meetings, the level and change in attendance in meetings of the COAG and its Working Party on Agricultural Policies and Markets was examined.

20. The results of this examination indicate that for the period since 2002, capital-based participation in COAG meetings peaked in 2004 at 83.9% with the lower level of participation of between 63% and 70%

5. *i.e.* with seven or more Members indicating that they would like to decrease activity or exit from this area of work.

in 2005, 2006 and 2007. This is due largely to a fall in the number of delegates coming from the nearer Member countries, including the EU accession countries following enlargement of the European Union to 25 Member States in 2004. Observations made by many delegates during interviews suggest that the *seniority* of delegates in the COAG has been falling, due to the declining relevance and interest of the work that has been dealt with at the level of the parent body.

21. The policy impacts that the Committee aims to achieve, as expressed by its mandated objectives and expected outcomes, which are listed below, all correspond with salient issues for a majority of Members' policymakers in the field of agriculture:

- to reduce environmental pressure on land and water resources;
- to assist efforts to pursue appropriate policies to achieve sustainable management of resources in agriculture, with least distortion to domestic and world markets;
- to promote a better use of production factors and technical progress in the sector of agriculture, including marketing and distribution;
- to improve the production, marketing and distribution of agricultural and food products through the national and international adoption of measures;
- to improve international understanding of the level and nature of agricultural support across countries and commodities;
- to assist efforts to integrate agriculture further into the multilateral trading system;
- to promote the harmonious development of food and agriculture policies among OECD Member countries;
- to contribute to domestic policy reforms in agriculture and the food economy (characterised by less costly and more efficient measures targeted at specific objectives that minimise production and trade distortions, which are closely monitored);
- to remediate agricultural market difficulties when these occur;
- to contribute to progressively opening agriculture and food markets through internationally agreed disciplines, by reducing border protection, reducing (eliminating) the trade distorting elements of all forms of export competition, and reducing trade distorting domestic support.

22. Objectives relating to the environment and sustainable resource management as well as productivity and technical progress along the value chain have a particularly strong resonance for policymakers, i.e. they correspond with issues of *high* importance for more than three-quarters of Members. Many Members also indicate that these issues are likely to become even more important in the medium-term perspective.

3.2 *Assessment of efficiency*

23. The assessment of efficiency is based upon a qualitative analysis of the extent to which the Committee is producing Output Results of a quality commensurate with resources it draws from the Part I budget and the extent to which it orients and implements its work in an optimal fashion, primarily in terms of how well it:

- sets its strategic orientation and establishes its work programme;
- implements its work programme and delivers its Output Results;
- co-ordinates activities within its structure;

- interacts horizontally across the Organisation;
- interacts with its stakeholders from outside the OECD.

24. The performance of the Committee with respect to the criterion of efficiency is assessed as medium.

25. This rating is predicated on the observation that while the Committee for Agriculture is one of the Organisation's best funded bodies, most of its production is of medium or lower quality from a user perspective, and is modulated by the fact that a significant proportion of its Part I resources are channelled into higher quality "core" Output Results. Other factors that have been taken into account in the assessment are that the Committee is not faced with any particularly significant operational difficulties, in part due to having modified some of its working practices as a result of both its own reflections and those that emerged in the course of the Executive Committee Review of 1999. It has also managed, on the whole, to advance its work in a satisfactory manner despite operating in a sensitive policy environment and a context of decreasing resources. Against this backdrop, a number of areas for improvement have been identified in the course of the evaluation and these give rise to four recommendations that have been drawn up with a view to increasing the efficiency of the Committee.

26. Supporting analyses and findings are presented in paragraphs 72 to 132 in Annex I to this report, while key elements of the assessment are summarised below.⁶

27. The setting of the Committee's policy orientations has resulted from the combined influence of Ministerial conferences, delegates and the Secretary-General, with the result that the Committee's original mandate has become less central as an instrument for guiding its direction. With the need to renew the mandate approaching, an interactive process was launched with the involvement of an enlarged bureau, which successfully resulted in the elaboration of a draft mandate that clearly identifies what the Committee aims to achieve in terms of policy impacts in the coming mandate period. In parallel, and complementary to the reflections taking place on the revised mandate, a panel review was implemented to assess the Committee's policy direction in the light of the probable challenges for agricultural policy in the medium term.⁷ As regards biannual programming, the process of drawing up the work programme has become increasingly interactive, with stronger delegate inputs and enhanced ownership of the final product. This results in a balanced set of Output Results with regard to Members' preoccupations, albeit at the expense of an optimally focused work programme.

28. The Committee is one of the highest funded OECD bodies in terms of Part I budget allocation despite a reduction of nearly 11% since 2003. Part I Budget resources allocated to Output Group 3.2 (Agriculture) for work implemented under the responsibility of the Committee represent over 6.5% of the total Part I Budget allocated to the Organisation's substantive policy areas. As for funding through voluntary contributions since 2002, it has varied between 5% and 33% of the Committee's total resource allocation.

6. See Annex I: paragraphs 74 to 76 on how the Committee orients its work; paragraphs 77 to 93 on its functioning; paragraphs 94 to 97 on interactions between Committee bodies; paragraphs 98 to 109 on interactions within the OECD structure; paragraphs 110 to 120 on interactions between the Committee and organisations outside the OECD structure; paragraphs 121 to 124 on the Committee's resources; and paragraphs 125 to 132 on the quality of its Output Results.

7. The panel was constituted of three independent high-level experts in the field of agricultural policy and focused on the period 2008-2013.

29. Around one-third of the Committee's production since 2002, including in the area of Global Relations, received at least a *high* rating from Members' policymakers in terms of quality.⁸

30. When this result is examined in the light of the distribution of Part I funding among Output Results, it is notable that among the Outputs Results of the highest quality are two that account for about one-third of the Part I Budget allocated to the Committee within the *Agriculture* Output Group.

31. Output Results from across the spectrum of work of the Committee figure among those of the highest quality. Most highly appreciated by policymakers are the ongoing work on the monitoring and evaluation of Member and non-Member's Agricultural Policies and the Country Agricultural Policy Reviews of 2002 and 2003 (COAG and the APM), Output Results produced from 2002 to 2005 in the area of agri-environmental policies (JWPA&E) and a report on the subject of the potential effects of agricultural policy and trade reform produced in 2006 (JWPA&T).

32. The implementation of the Committee's work programme has largely taken place without significant problems, but difficulties have occurred in terms of:

- an overloading of the APM resulting from multiple iterations in politically sensitive areas of work and a work programme in which all Members' preoccupations find a place (see above);
- a number of projects that have run into difficulties due to political sensitivities (particularly with respect to trade issues in the context of WTO negotiations) and/or methodological issues, with the result that, although the work has been completed, the final reports have not been declassified.

33. While there is a broadly positive appreciation of the quality of the Committee's work, particularly in the area of quantitative analyses and its capacity to conduct fact-based analyses of politically sensitive subjects, a number of concerns have been flagged with regard to aspects of its underlying analytical approach. This may go some way to explaining why many Output Results are assessed as being at most of medium quality by a significant minority of Members.

Recommendation N° 1: The Committee should assess and improve its underlying approach to policy analysis, particularly in terms of how it takes into account the diversity of national agricultural policy contexts and perspectives in its work, and how it deals with the challenges that arise when tackling new policy issues.

34. While the degree of delegate expertise and the continuity of service in delegations represent two of the strengths of the Committee, it has not necessarily been fully exploiting these attributes at the level of the parent body, which has seen its management and organisational role reinforced while its substantive role has diminished. The functioning of the Committee has recently been the object of a self-assessment that shows a positive appreciation on the part of delegates, with the exception of achieving an acceptable balance between management and substantive issues. This appears to have led to a loss of interest among higher seniority policymakers in attending COAG meetings, though steps have been taken in recent years to improve the situation.

35. The absence of a clear co-ordinating role for the COAG Bureau, both within the Committee structure and with respect to the Secretariat, has meant that potentially avoidable problems have arisen on a number of occasions, a prominent example being work in the area of cross-compliance. Also in this

8. A proportion that rises to just less than one-half when Output Results situated close to the quality threshold are taken into account.

context, the capacity of the COAG to influence projects once they are launched by its sub-committee and joint bodies is quite limited, particularly in the case of the JWPA&E which is attended by largely different policy community.

Recommendation N° 2: The COAG Bureau should reinforce co-ordination within the Committee, with its substructure including its joint bodies, and with the Secretariat.

36. Both Joint Working Parties, which ostensibly provide an institutionalised means of horizontal interaction across the Organisation, tend to be predominately attended by delegates with an agricultural orientation. The corollary of this is that connections between the two joint bodies and the Trade Committee, on the one hand, and the Environmental Policy Committee, on the other, are at best rather weak, with the degree of effective horizontality correspondingly limited.

37. In addition to interacting horizontally across the Organisation directly through joint structures, the Committee has been involved in a limited number of *ad hoc* meetings with other OECD bodies. In this context, joint work has successfully taken place in the field of development aid, which has included two Global Forums. There has also been a one-off joint session in the area of rural development, though no regular interactions have taken place in this context, despite the interest of COAG delegates and the close linkages between rural development and agricultural policies. Interactions also occur at secretariat level.

Recommendation N° 3: The Committee should review, in conjunction with the other relevant OECD bodies, how horizontal working can be made more balanced in the case of work in the areas of trade and environment, reinforced with regard to rural development and developed in cases of emerging policy priorities at the interface of agriculture and other policy areas.

38. Three international organisations have particularly close working relations with the OECD in the field of agricultural policy: the UN Food and Agricultural Organization (FAO), the World Trade Organisation (WTO) and the World Bank. There is close coordination and collaboration with FAO, which manifests itself in the form of meetings at secretariat level and, since 2005, the joint publication of the Agricultural Outlook. Contributions to FAO projects are also made by the Secretariat. With regard to the WTO, regular co-ordination occurs at secretariat level and the two organisations co-sponsor forums on agriculture and trade. The World Bank, though not having regular observer status, has also had close working relations with the Committee over the period covered by the evaluation in the context of its co-financing of the Global Forum on Agriculture. In contrast to the satisfactory nature of working relations with these organisations, it is open to question whether the relative positioning and complementary nature of the OECD and WTO is fully understood by delegates, some of whom have on occasion taken a stance on projects that has been more suited to negotiation than to the advancement of the understanding of key policy issues.

39. Three non-Member economies have the status of regular observer at all levels of the Committee structure. However, their active involvement in its regular meetings and work appears to be relatively limited. The Global Forum on Agriculture is well integrated into the work of the Committee, being organised back-to-back with COAG meetings and highly appreciated in quality terms by Members' and non-Members' policymakers, as well as representatives of other stakeholder bodies. Delegates are heavily involved in the actual events, but they do not have a significant role upstream in the preparing them (e.g. in terms of helping to defining the subjects covered) neither do they receive formal feedback on a regular basis about the policy impact of insights generated by them for non-Member economies.

Recommendation N° 4: The Committee should be more involved in the preparation of Global Relations events and should receive regular feedback on their outcomes.

40. The Committee has since its creation had institutional links with representatives of agricultural producers, entitling the latter to be consulted or involved in exchanges of views.⁹ In recent years the range of stakeholders consulted has been broadened to include actors from along the value chain as well as organisations concerned with consumer interests, environmental issues, animal welfare, etc. There is no one particular form that the consultations take, but those which are focused on specific issues, held for example within the framework of policy forums, are the most satisfactory for all parties since they allow a meaningful exchange between stakeholders and delegates to occur, thus providing the Committee with expertise and perspectives from outside the policymaking community on issues of high importance.

3.3 *Assessment of effectiveness*

41. The assessment of **effectiveness** primarily draws on the results of the surveys of informed policymakers in Member countries and reflects the extent to which Output Results are being used *and* are having a policy impact, i.e. influencing the development of policy in line with the Committee's objectives and eventually leading to long-lasting policy changes.

42. The performance of the Committee with respect to the criterion of effectiveness is assessed as high.

43. This rating is based on the finding that impact of the work of the Committee is widespread across OECD Members, and beyond in some cases, and is giving rise to long-lasting policy changes as a consequence in a significant majority of them.¹⁰

44. Supporting analyses and findings can be found in paragraphs 133 to 146 in Annex I to this report, while key elements of the assessment are summarised below.

45. All the Committee's Output Results produced between 2002 and 2006 inclusive have had, are having, or have the potential for at least a medium impact on policy development in 50% or more of Member countries.¹¹

9. The International Federation of Agricultural Producers (IFAP) and the European Confederation of Agriculture (ECA) were formally recognised as institutional partners of the COAG in 1962, a status entitling them to *hold exchanges of views and consultations* with the Committee [C(62)118 & C/M(62)17(Final), Part I].

10. Data on impacts for 2005-06 from the PIR exercise are generally more positive than data collected through the evaluation questionnaire, covering 2002-2004/05. However, PIR data includes potential impacts, some of which could be considered conditional on a successful outcome from the WTO negotiations on agricultural issues.

11. There is a wide difference between the impacts of the Committee's Output Results and their quality which can in part be explained in methodological terms by the higher "success threshold" applied in regard to assessing quality. This reflects the fact that quality is a parameter that is largely under the immediate and direct control of the Committee while the impact of Output Results depends on a number of factors, only some of which it is able to influence. Furthermore, quality is only one of a number of factors determining the level of (use and) impact of Output Results. Others include (sub)optimal timing, the existence/absence of alternative informational inputs, and an (un)favourable policy environment.

46. Of particular note in terms of widespread policy impact are the following Output Results:

- Agricultural Policies in OECD Countries: Monitoring and Evaluation and Reviews of non-Member economies;
- analytical reports clarifying the impacts of alternative policies on agricultural markets and trade policy and global market developments (Agricultural Outlook, AGLINK, AMAD);
- analytical reports and conference on improving the links between policy goals and instruments;
- conference on improving environmental policy analysis capacity;
- analytical reports on developments in the food economy;
- analytical reports assessing progress in trade liberalisation;
- analytical report identifying policies to facilitate adjustments resulting from farm policy reform;
- analytical reports assessing progress in opening agricultural markets.

47. With regard to the Global Forum on Agriculture, the conditions are in place for achieving the objective of *giving rise to a dialogue between OECD Members and non-Member economies on agricultural policies and agricultural trade reform* given that there is a good level of participation from both OECD Members and non-Member economies. PIR and interview data indicate that these events have a widespread impact on Members and non-Members alike.

48. In seven out of ten cases, Members' policymakers estimated that the work of the Committee has been making a non-negligible contribution to long-lasting policy changes in this field, either directly at national level (when policy space allows in the case of EU member states) or indirectly in the case of EU member states via EU-level policy decisions.

4. Proposed Action

49. In the light of the preceding, the Council is invited to adopt the following draft conclusions:

THE COUNCIL

- a) noted document C(2008)82;
- b) noted that the Evaluation Committee assessment with regard to the Committee for Agriculture for the three evaluation criteria was "medium to high" for relevance, "medium" for efficiency and "high" for effectiveness;
- c) approved the following recommendations proposed by the Evaluation Committee, that:
 - i) the Committee should assess and improve its underlying approach to policy analysis, particularly in terms of how it takes into account the diversity of national agricultural policy contexts and perspectives in its work, and how it deals with the challenges that arise when tackling new policy issues;
 - ii) the COAG Bureau should reinforce co-ordination within the Committee, with its substructure including its joint bodies, and with the Secretariat;

- iii) the Committee should review, in conjunction with the other relevant OECD bodies, how horizontal working can be made more balanced in the case of work in the areas of trade and environment, reinforced with regard to rural development and developed in cases of emerging policy priorities at the interface of agriculture and other policy areas;
 - iv) the Committee should be more involved in the preparation of Global Relations events and should receive regular feedback on their outcomes;
- d) invited the Committee for Agriculture to take the appropriate measures for the implementation of the recommendations and to present an action plan corresponding with them to the Evaluation Committee before the end of January 2009;
- e) invited the Evaluation Committee to monitor the implementation of the recommendations and to submit a report on this matter to the Council before the end of September 2009.

ANNEX I

ANALYSIS AND FINDINGS

1. Committee for Agriculture

50. The Committee for Agriculture (COAG) was created in 1961 and within the overall Committee structure there are three sub-committees, the major one being the Working Party on Agricultural Policies and Markets (APM) created in 1987. The APM is supported in its work by the Group on Cereals, Animal Feeds and Sugar (created 1980) and the Group on Meat and Dairy Products (created 1987).

51. The Committee for Agriculture has institutionalised horizontal linkages to the Trade Committee and the Environment Policy Committee (EPOC) in the form of the Joint Working Party on Agriculture and Trade and the Joint Working Party on Agriculture Trade and Environment respectively. The former was created shortly after the COAG and the Trade Committee were established, while the latter was created more recently in 1993.

52. The secretariat of the Committee for Agriculture and its substructure is situated within the Trade and Agriculture Directorate (TAD), whose current structure dates from a merger between the Directorate for Food, Agriculture and Fisheries, and Trade Directorate at the start of December 2006.

53. The Committee was previously the object of an evaluation by an ambassadorial task force in 1999.^{12 and 13}

2. Policy context

54. The agricultural policy context in the OECD can be characterised as being somewhat polarised due to the historical, cultural and geographical differences among Member countries. Agriculture has also been one of the key elements of the trade negotiations since the Uruguay Round was concluded in 1994 and the difficulties encountered in the Doha Round at the time of the WTO Cancun Ministerial in 2003 were to a large extent due to divergences on agriculture-related trade issues.

55. Yet another particularity of the agricultural policy context is that for EU member states, this policy is conducted through the Common Agricultural Policy and as such is a competency of the EU. This significantly circumscribes the role of national policymaking in EU member states within this policy field.

3. Committee orientations and functioning

56. This section of the report examines the orientation and functioning of the Committee, presenting first of all an analysis of its **relevance**. This is followed by an analysis of its **efficiency**.

3.1 Analysis of relevance

57. The analysis of a committee's relevance focuses primarily on the extent to which its work addresses the policy needs of OECD Members.¹⁴

12. CE(99)4 and CE(99)5/REV1.

13. By convention, for the rest of the report, a reference to the *Committee* includes the Level I Committee and all its sub-bodies. By contrast, references to the COAG concern only the Level I Committee.

14. In the interest of clarity, this and further references to Members include both Member countries and the European Commission.

58. Data are drawn from different sources to make this analysis:

- Medium-term Prioritisation Exercise of 2003 (MTP), Mid-term Orientations Survey for 2007-08 (conducted 2005), Mid-term Orientations Survey of 2007;
- delegate attendance at committee and sub-committee meetings as evidenced in meeting summaries;
- a questionnaire survey addressed to Members' policymakers in the field of agricultural policy.

3.1.1 Overall relevance of the OECD's work in the area of agricultural policy

59. The Committee has responsibility for implementing most of the work conducted in Output Group 3.2:

- Agricultural Policy Reform (Output Area 3.2.1);
- Agriculture and Trade (Output Area 3.2.2);
- Agriculture and Fisheries Sustainability (Output Area 3.2.3).

60. The Joint Working Party on Agriculture and Trade, in addition to implementing work in Output Area 3.2.2, has also contributed towards the production of Output Results in relating to *Advocacy of Free Trade* and *Stakeholder Bridge Building* (Output Areas 3.1.1 and 3.1.2, respectively).

61. The Joint Working Party on Agriculture and the Environment is responsible for undertaking the work of the Committee falling under Output Area 3.2.3. It also contributes to the Output Area of *Decoupling Environmental Pressures from Economic Growth* (2.3.4).

62. The Committee is one of a number of bodies contributing to the *Horizontal Project on Sustainable Development* (2.3.5H).

63. The Medium-term Orientation exercises¹⁵ conducted since 2003 indicate a somewhat variable appreciation of Members regarding the extent to which the OECD's work in the policy field of Agriculture is a priority for them. The Output Area of *Agriculture and Trade* has found itself consistently among the lower priority Output Areas¹⁶ over the period covered by the evaluation and appears to remain so in the coming period. At the same time, *Agricultural Policy Reform* has consolidated its position as a middle ranking Output Area compared to being rated as a higher priority area in the 2003 MTO exercise. Similarly, the Output Area of *Agriculture and Fisheries Sustainability* has also consolidated its middle-ranking priority status, though following the opposite trajectory to Output Area 3.2.1, moving up from being categorised as a lower priority Output Area in the 2003 MTO exercise. The significance of this

15. The objective of the MTO survey is to ascertain Members' views as to the desired direction of resources in the OECD's policy work over the medium term. In the context of In-depth Evaluation, the desire of Members to move resources into or away from an Output Area is used as a proxy for the relevance of the work vis-à-vis their policy needs. The survey has been refined since its inception in 2003, but the basic question that it poses is unchanged, i.e. *whether resources allocated to each of the 'substantive' Output Areas in the Organisation's Strategic Management Framework should be increased, remain about constant, or be decreased?* [(C(2007)52/REV1)].

16. *Higher Priority Output Areas* are defined as seven or more Members indicating that they would prefer to increase activity in the concerned policy field. *Lower Priority Output Areas* are defined as at seven or more Members indicating that they would prefer to reduce or exit from activity in the concerned policy field.

change for the work of the Committee is however somewhat clouded since this Output Area also includes work implemented under the responsibility of the Fisheries Committee (See Table 1).

Table 1 Members' priorities in Output Group 3.2

		Responses	Increase	Constant	Decrease	Exit	% Increase and Constant
3.2.1 Agricultural Policy Reform	MTP 2003	29	7	20	2	0	93%
	MTO 2005	31	2	24	5	0	84%
	MTO 2007	31	0	25	6	0	81%
3.2.2 Agriculture and Trade	MTP 2003	29	3	19	6	1	76%
	MTO 2005	31	0	22	9	0	71%
	MTO 2007	31	2	22	7	0	77%
3.2.3 Agriculture and Fisheries Sustainability	MTP 2003	29	1	21	7	0	76%
	MTO 2005	31	3	23	5	0	84%
	MTO 2007	31	2	25	4	0	87%

Source: Medium-term Prioritisation Exercise (MTP) of 2003 [C(2003)202], Mid-term Orientations (MTO) Survey for 2007-08 conducted in 2005 [C(2005)188] and Council 13-14 November 2007, Room Document No.3.

64. Capital-based delegate participation in the COAG has declined since peaking at 83.9% in 2004. Its sharp fall is mainly due to reduced participation in meetings of delegates based in the less-distant Member countries, predominantly EU member states. It has since been situated at a relatively low level, fluctuating between 63% and 70% of Members, due at least in part to the less regular attendance in meetings of capital-based delegates from the four EU Accession countries.

65. In the study of 2003 prepared by Peter Nicholson entitled *Portrait of the OECD Committees and Subsidiary Bodies*, the seniority of delegates was characterised as quite high (Chart 34). Some delegates interviewed in the course of this evaluation observed that seniority in the COAG has fallen in recent years (See Table 2).

Table 2 Capital-based Delegate participation in Committee for Agriculture meetings

	2002	2003	2004	2005*	2006	2007**
Participation of capital-based Delegates (%)	75.8%	82.3%	83.9%	63.7%	69.4%	66.7%
Number of which "near"	18.5	20	20.5	14.3	16	16.3
Number of which "far" ¹⁷	5	5.5	5.5	5.5	5.5	4.3

Source: Summary records.

* Four meetings took place in 2005 including an HLM and its preparatory meeting.

** Three meetings were held in 2007.

66. Capital-based delegate participation in the APM has also declined over the period reviewed, falling from 87.1% in 2002 to 75.3% in 2007. Again, this is due to a fall-off in participation in meetings of

17. Australia, Canada, Japan, Korea, Mexico, New Zealand and United States.

delegates based in the less distant Member countries, including capital-based delegates from the four EU Accession countries (See Table 3).

Table 3 Capital-based Delegate participation in meetings of the Working Party on Agricultural Policies and Markets

	2002	2003	2004	2005	2006	2007
Participation of capital-based Delegates (%)	87.1%	82.3%	80.6%	80.6%	82.0%	75.3%
<i>Number of which "near"</i>	<i>21.7</i>	<i>19.5</i>	<i>20.5</i>	<i>19</i>	<i>19</i>	<i>17.7</i>
<i>Number of which "far"</i>	<i>5.3</i>	<i>6</i>	<i>4.5</i>	<i>6</i>	<i>6</i>	<i>5.7</i>

Source: Summary records.

67. Observations made by stakeholder bodies, international organisations and non-Member economies in the course of the evaluation indicate that the work of the Committee is of high policy interest to them.

3.1.2 Members' needs and Committee objectives

68. The Mandate of the Committee for Agriculture, which dates back to its creation in 1961, contains the following policy objectives:

- promote the harmonious development of food and agriculture policies among Member countries;
- improve the production, marketing and distribution of agricultural and food products through the national and international adoption of measures;
- remediate market difficulties;
- promote a better use of production factors;
- promote technical progress in the sectors of agriculture including marketing and distribution.

69. In addition, the PWB 2005-06 presents six Outcomes that are the expected consequences of the Committee's work:

- contribute to domestic policy reforms in agriculture and the food economy, characterised by less costly and more efficient measures targeted at specific objectives that minimise production and trade distortions and which are closely monitored (Output Area 3.2.1);
- improve international understanding of the level and nature of agricultural support across countries and commodities (Output Area 3.2.1);
- assist efforts to integrate agriculture further into the multilateral trading system (Output Area 3.2.2);
- contribute to progressively opening agriculture and food markets, through internationally agreed disciplines, by reducing border protection, reducing (eliminating) the trade distorting elements of all forms of export competition, and reducing trade distorting domestic support (Output Area 3.2.2);
- reduce environmental pressure on land and water resources (Output Area 3.2.3);
- assist efforts to pursue appropriate policies to achieve sustainable management of resources in agriculture, with least distortion to domestic and world markets (Output Area 3.2.3).

70. A process of analysis and synthesis of the abovementioned mandated objectives and expected outcomes leads to the conclusion that the Committee has ten formal policy objectives. When agricultural policymakers¹⁸ were asked to assess the extent to which these policy objectives correspond to their policy needs, all ten were viewed as doing so to a high degree in at least one-half of Members. Three of the ten were so rated by more than three-quarters of Members, who also indicated that the objectives correspond with policy needs that are viewed as increasing in importance in a medium-term perspective:

- reduce environmental pressure on land and water resources;
- assist efforts to pursue appropriate policies to achieve sustainable management of resources in agriculture, with least distortion to domestic and world markets;
- promote a better use of production factors and technical progress in the sector of agriculture, including marketing and distribution.

71. The remaining objectives largely correspond with more mature policy issues in that they are unchanged or declining importance in a medium-term perspective for the majority of Member countries (See Table 4).

Table 4 Objectives/Members' policy needs in the context of Committee for Agriculture mandate and PWB 2005-06

Expected Outcomes/Policy Objectives	Low	Medium	High	Rising
Reduce environmental pressure on land and water resources	0%	8%	92%	76%
Assist efforts to pursue appropriate policies to achieve sustainable management of resources in agriculture, with least distortion to domestic and world markets	0%	8%	92%	67%
Promote a better use of production factors and technical progress in the sector of agriculture, including marketing and distribution	0%	16%	84%	64%
Improve the production, marketing and distribution of agricultural and food products through the national and international adoption of measures	0%	28%	72%	48%
Assist efforts to integrate agriculture further into the multilateral trading system	12%	20%	68%	32%
Promote the harmonious development of food and agriculture policies among OECD Member countries	4%	32%	64%	50%
Improve international understanding of the level and nature of agricultural support across countries and commodities	4%	32%	64%	40%
Contribute to domestic policy reforms in agriculture and the food economy (characterised by less costly and more efficient measures targeted at specific objectives that minimise production and trade distortions, which are closely monitored)	0%	38%	63%	33%
Remediate agricultural market difficulties when these occur	8%	36%	56%	48%
Contribute to progressively opening agriculture and food markets through internationally agreed disciplines, by reducing border protection, reducing (eliminating) the trade distorting elements of all forms of export competition, and reducing trade distorting domestic support	8%	40%	52%	32%

Source: Evaluation survey

3.2 Analysis of efficiency

72. The efficiency of a committee is analysed on the basis of the extent to which it is functioning in an optimal manner, the quality of its Output Results and the resources employed to produce them.

18. Including with responsibility for environment and resource sustainability, as well as trade policy negotiators.

73. Data from the following sources were primarily used to make this analysis:

- Members' assessment of the quality of the committee's Output Results for the period 2002-06, collected via a questionnaire survey covering the period 2002-04/05 and the PIR Survey for 2005-06;
- interviews with delegates of the Committee and OECD officials on the way the committee orients and implements its work, including the subject of interactions with OECD and non-OECD entities;
- other stakeholders' assessment of their interactions with the Committee and the quality of its Output Results;
- meeting summaries and other key documents of the Committee.

3.2.1 *Orientations of the Committee*

74. The original policy orientations of the COAG set out in its mandate have been subject to refinement and refocusing over the years by meetings at Ministerial level (Council and COAG). The key meeting in this context is the OECD Council at Ministerial level of 1987 which adopted a number of principles for agricultural policy reform. These principles were last reaffirmed and extended at ministerial level in 1998. The Committee held a High-level Meeting in 2005 which *inter alia* provided an opportunity to reconfirm the principles and orientations established in 1998. As a result of this process, and a consequence of strategic impulsions originating at delegate level (e.g. in the area of the food economy) and initiatives of the Secretary-General (e.g. in the area of water and environmentally harmful substances) the COAG's original mandated policy objectives have become less central over time as a means of expressing its policy orientation. In this context, ministerial communiqués have tended to function as *de facto* revisions to the mandate in terms of giving an overall policy direction to the work.

75. The COAG's original mandate will expire at the end of 2008 and an extended bureau was established in early 2007 to act as a counterpart of the Secretariat in the process of its revision. The proposed mandate is currently awaiting finalisation. In parallel, as an element feeding in to the mandate revision exercise and a Ministerial meeting anticipated in 2010, a prospective review of the Committee's work and orientation took place in the course of 2007 which was conducted by an independent panel of high-level experts.¹⁹ The process used to prepare the revised mandate is positively appreciated by the delegates involved. They are also widely positive about the study conducted by the Independent Review Panel, including some who labelled themselves as sceptics when the exercise was launched. These processes have successfully resulted in the elaboration of a draft mandate that clearly identifies what the Committee aims to achieve in terms of policy impacts in the coming mandate period (See Figure 2).

19. The role of the Independent Review Panel was to take a forward looking view of recent, current and planned work of the Committee [and] address the key question: in light of current and emerging objectives, challenges and opportunities, is the Committee undertaking (or planning to undertake) the required work that would inform member government decisions on how to improve the domestic and international performance of their policies to best meet evolving policy objectives? [TAD/CA(2007)4]. The review focused on the period 2008-2013.

Figure 2 Policy orientations provided by the proposed mandate of the Committee for Agriculture [TAD/CA(2007)26/REV1]

For the 2009-2013 period, the proposed mandate of the Committee identifies the following policy objectives:

- to promote mutual understanding of agricultural, agro-food and agricultural trade developments and policies;
- to improve the effectiveness of policies, at both the domestic and the international levels, as they affect agriculture and the agri-food sector;
- to help governments to achieve their objectives for their agriculture and agri-food sectors in ways that are efficient, effective and no more trade distorting than necessary;
- to promote policy and market approaches that improve agriculture's contribution to sustainability in all its aspects;
- to promote policy and market approaches that improve agriculture's overall environmental performance against a background of global issues that will be important for the sector concerning resource use (particularly water) and climate change, in member and non-member countries;
- to facilitate growth and development and the integration of the agriculture and agri-food sectors into the international trading system.

76. The process of drawing up the Committee's work programme has evolved in recent years into a something that is more interactive and iterative than in the past.²⁰ This is a process in which the Secretariat has always played a strong role, but in which the direct inputs from delegates have increased over time. A major change in this context has been to move to face-to-face discussions in the final round as a means of prioritisation instead of using a voting mechanism. The work that is to be delegated to the APM and the JWP on Agriculture and Trade is also developed and prioritised at the level of the COAG. As for the JWP on Agriculture and the Environment, the process has also involved a significant bottom-up component in recent years. Most delegates interviewed are satisfied with how the work programme is developed and are of the opinion that the recent changes that have taken place have made the process more open and transparent. As such, these changes have facilitated the inputting of Members' views and improved their ownership of the final result, which is viewed as well balanced in the light of the range of political sensitivities across the Member countries of the OECD. This positive outcome is also echoed by OECD officials. At the same time, some interviewees are of the viewpoint that the trade-offs inherent in the process lead to a work programme that is less focused than it could be, and that this has had repercussions in terms of work overload for the Committee, in particular at the level of the APM (see below).

3.2.2 *Functioning of the Committee*

77. The COAG usually meets twice per year for a period of two days. Its bureau was until recently composed of four delegates, but will soon be expanded to five. Its mandate describes its activities as:

- confrontation and consultations on agricultural and food policies;
- examination of the overall situation of agriculture in Member countries and of the prospects including examination of the trend of supply and demand;
- study of the possibilities for improving the marketing and distribution of agricultural and food products and similar studies in the field of means of production;

20. This change responds to the recommendation of the 1999 Review of the Committee to improve the prioritisation process [CE(99)5/REV1].

- surveys of the market situation for the main agricultural products and formulation, in co-operation where necessary with the Trade Committee, of proposals for remedial measures in the event of market difficulties;
- examination in liaison and co-operation with the Trade Committee of trade problems directly connected with agricultural policies;
- assistance in the agricultural field to the economic, trade and technical activities of other bodies of the Organisation in implementing the aims of the Organisation concerning countries, or in special cases, areas in process of economic development;
- practical work designed to promote a better use of production factors and to promote technical progress in the sector of agriculture including marketing and distribution.

78. The APM also meets twice a year, often for up to three days, though there has been a recent decision to increase the number of meetings to three per annum. The activities, as described in its mandate, are:

- monitoring agricultural policies, markets and trade, and the implementation of the various principles and actions related to agriculture;
- discussing all aspects of the development of analytical tools, including particularly PSE/CSE work and related analysis and modelling exercises;
- preparing and reviewing any special studies related to the various means and instruments, including such aspects as inter-sectoral linkages, monetary developments, and the relationships between agriculture and the rest of the economy;
- discussing and co-ordinating the work and reports of the two commodity Groups.

79. Core to the Committee's work and delegated to the APM are two ongoing work-streams that have been implemented on an annual basis for two decades:

- the monitoring of agricultural policy developments in OECD, involving the maintenance and updating of data (PSE/CSE database) and a model (PEM), which culminates in the production of a bi-annual Monitoring and Evaluation report and an update every second year (i.e. an *At a Glance* version);
- the assessment of agricultural market prospects based on projections that extending over a ten-year period, which involves the maintenance and updating of data (AMAD) and a model (AGLINK).

80. Reporting to the APM are the Group on Cereals, Animal Feeds and Sugars, and the Group on Meat and Dairy Products which are tasked with the following activities:

- reviewing the current situation in respect to their respective commodities;
- examining the short and principally medium-term outlook and identifying policy issues relevant to their respective commodities, and analysing and assessing the impacts of these outlook and policy issues, including on other agricultural commodities and the general economy;
- undertaking studies on the request of the Committee for Agriculture.

81. In 2005, a number of changes were introduced into the core work area of the Committee:
- the two commodity groups, made up of technical experts in the field of prospective studies and modelling of agricultural markets, started to meet in joint session and have shared the same Chair;
 - the monitoring report was changed to a two year publication cycle with a short *At a Glance* version alternating with the full report;
 - the *Outlook* publication has since been prepared and published in collaboration with the FAO (see below).

82. The role of the COAG is described as being largely one of dealing with organisational and management issues, with the direct oversight of the implementation of the work programme, up to and including the declassification of documents, delegated to the APM and the joint working parties. The degree of direct involvement of both COAG and APM delegates in the furtherance of the Committee's substantive work is characterised as *medium* by the Nicholson Study of 2003, while that of the delegates of the commodity groups is rated as *high*,²¹ with much of the substantive work of these groups being conducted in capitals.

83. The COAG bureau is characterised by interviewees as becoming more active over the period covered by the evaluation, though it remains insufficiently so according to many of the delegates who commented upon its limited role during the programming and implementation of work, particularly in the context of providing a link between delegates and the Secretariat.²²

84. It was observed by interviewees that COAG delegates are on the whole not particularly proactive and that the level of seniority of countries' representation in meetings has fallen because of the limited opportunities for substantive dialogue to take place in the parent body. At the same, two of the strengths of the Committee were identified as the high level of expertise of delegates in their policy field, particularly those attending the APM, and their relatively limited turnover.

85. On the initiative of the Chair in 2005,²³ the COAG discussed and agreed on a number of changes to the way it functioned with a view to improving its efficiency and that of its substructure, including the organisation of policy debates around selected declassified reports and finding a means of allowing greater interaction between delegates of the various Committee bodies when they attended meetings. Against this backdrop, two initiatives were introduced to increase the substantive dimension in COAG meetings with policy briefs and letters being specifically prepared as off-the-record discussion points on its agenda and presentations from delegates on how the Committee's work is used by national policymakers.²⁴ These initiatives are strongly supported by the totality of delegates interviewed as initial steps in the right direction to re-establish a more attractive balance between the substantive, managerial and organisational functions of the COAG. A self-assessment of the functioning of the Committee was made in 2006 in the form of a survey of Delegations which sought feedback on operational aspects such as the preparation of meetings and documents, the conducting and conclusions of meetings, etc. In line with the above

21. See *Portrait of the OECD. Committees and Subsidiary Bodies*, Chart 26.

22. With the exception of the JWP on Agriculture and the Environment, bureaus within the Committee structure do not appear in recent years to have played a particularly strong role. A case for enhancing their role, particularly that of the COAG bureau, was identified in the Executive Committee review of 1999 [CE(99)5/REV1].

23. AGR/CA/M(2005)2.

24. AGR/CA(2002)6, AGR/CA(2003)18 and TAD/CA(2007)6.

observation, while indicating that overall satisfaction with how the Committee functions was *high*, a significant minority of respondents felt that agendas were not adequately balanced between management and substantive issues.

86. With regard to the implementation of the COAG's work programme as a whole, completion rates were low in 2004.²⁵ In the 2005-06 Biennium, the completion or publication of more than one-half of work items was delayed according to PIR data for a variety of reasons including scheduling, technical and political difficulties. As previously mentioned, some delegates suggested that the trade-offs and compromises made at the time of the drawing-up of the work programme meant that it was not as focused as it could be and that this has contributed to the high workload of the APM.²⁶ In the case of political difficulties, work in the area of agriculture and trade has been particularly sensitive for some Members because of the importance of the topics being tackled to ongoing trade negotiations at the WTO, with the result that delays, sometimes prolonged, have occurred in the declassification of reports. Examples of work blocked due to political sensitivities are sugar policy reform, export competition and cross-compliance. While most interviewees saw these blockages as regrettable but unavoidable, some viewed the key problem as being that some delegates confounded the mandates of the OECD and the WTO, and hence the two organisations' respective roles and the implications of this for the work of the Committee.

87. It was also observed that dealing with political sensitivities increases the number of iterations necessary to take a report towards completion and hence slows down the work of the Committee and further adds to the workload of the APM.²⁷ In cases where an agreement to declassify a report could not be found among Members, there was a divergence of views on how significant a problem this is. Some delegates were of the viewpoint that the intellectual investment in the work was not necessarily lost since they had become more knowledgeable from being involved in the development process and that they had access to the work in non-declassified form which allowed them to use the material and propagate it within their administrations. Others felt that not being able to make the work widely available reduced significantly the returns on the resources used both in the short term as its reach is limited and in the longer term as staff turnover leads to the erosion of organisational memory in the absence of identifiable and accessible publications.

88. Despite the political sensitivity of some of the Committee's work, which some delegates viewed as growing in recent years, it was emphasised that the implementation of its work programme was on the whole maintained, thanks not least to the role played by the Secretariat in responding to and managing successfully the diversity of Members' interests and perspectives.

89. Taking a wider perspective, there is a strong recognition among delegates of the capacity of the Committee to produce large quantities of work in a policy area of increasing complexity, particularly in terms of moving toward an approach focused less on production and more on the food economy and value chain, non-commodity outputs and externalities, etc. and in the context of linkages with policy issues such as climate change. This is something that has required a broadening of competencies while Secretariat resources have been diminishing. The Committee's ability to continue to conduct fact-based analyses despite the political sensitivity of the issues it addresses is also highlighted as a major strength by interviewees.

25. AGR/CA/M(2005)4.

26. A proposal in 2007 to move the responsibility for the Outlook publication to the JWP on Agriculture and Trade in order to ease the workload of the APM was not adopted by the Committee. [TAD/CA/APM/WP/M(2007)1].

27. The abovementioned 2006 self-assessment similarly indicated that the overloading of agendas was a concern for a significant minority of respondents.

90. In the area of global relations, the Committee formulated a three layered approach to outreach, consisting of a broad-based dialogue with non-Member economies, country and economy specific activities and observerships.²⁸ Argentina, Brazil and Chile are currently regular observers to the Committee, its Working Party, the Joint Working Party on Agriculture and Trade and the two commodity groups. The Russian Federation is a regular observer to the commodity groups. It is largely observed by interviewees from both within and outside the Committee that observers had not been sufficiently integrated into the Committee and consequently did not play a particularly active role in it.²⁹

91. Broad-based dialogue includes the Global Forum on Agriculture, which is held annually and usually back-to-back with the COAG meetings. A COAG delegate is nominated as the GFA Chair and is formally charged with the task of ensuring coordination between the Committee and the Forum. The Forums focus either on the monitoring and evaluation of policy developments in non-Member economies or on issues of high policy relevance at a particular moment, which are usually identified by the Secretariat. Forums are not formally evaluated, but they are appreciated intuitively and on the basis of comments to the Secretariat made by participants, a large proportion of which are COAG delegates.

92. Both delegates and OECD staff are very positive about the organisation and implementation of global forums, viewing them as being well articulated with the work programme and objectives of the Committee. In the words of one delegate, they are “magic” and the themes chosen are “interesting, relevant, and allow Members to have a meaningful exchange with non-Members”. Another described the global forums in particular, and global relations work in general, as a “real success story”. There was however some regret from a minority of delegates that the Committee does not have a greater input into decisions on forum topics.

93. Regional forums, which are also one of the activities of the Committee aimed at conducting broad-based dialogue with non-Members, attract much less attention from delegates, but also give rise to largely positive observations.

3.2.3 *Interactions between Committee bodies*

94. Relations between the COAG and its sub-committees are hierarchical in nature. Work that is not destined to be implemented in a horizontal fashion within the two joint working parties is delegated directly to the APM, while the commodity groups are charged with supporting the work of the APM in the area of agricultural markets. Work at the nexus of agriculture and trade, and agriculture and the environment (Output Areas 3.2.2 and 3.2.3, respectively) is usually delegated to the appropriate joint body.

95. While the COAG was characterised in 2003³⁰ as being proactively engaged in directing the work of its substructure, it was observed by the Chair in 2005³¹ that there was still a need to reinforce coordination within the Committee structure. As a result, annual reporting by all working party chairs to the COAG was introduced. In the case of the JWP on Agriculture and the Environment, its mandate stipulates that it must regularly report back in both written and oral form to both its parent bodies and to undertake a mid-term review of its work (i.e. three years into its five year mandate), the results of which

28. AGR/CA(2005)11.

29. The need to encourage a more active contribution from non-Members was identified in the Executive Committee review of 1999 [CE(99)5/REV1].

30. *Portrait of the OECD. Committees and Subsidiary Bodies.*

31. AGR/CA/M(2005)2.

were subsequently presented to the COAG.³² No such formal requirement is laid out in the mandate of the JWP on Agriculture and Trade. Co-ordination within the Committee structure is also assured through a meeting of all Chairs and the Secretariat which usually takes place on an annual basis.

96. Delegates and OECD officials alike indicated that the reporting mechanisms that feed information up to the Committee, which have been in existence for about two years, tend on the whole to work quite well. This is facilitated by the fact that many delegates participate in the COAG, the APM and the Joint Working Party on Agriculture and Trade.³³ By contrast, some delegates felt that the substructure receives insufficient guidance and feedback from the COAG when work is being implemented, while others noted the absence of arrangements for co-ordination and information flows at the level of its substructure, particularly between the JWP on A&E and the APM where relatively few delegates attend both bodies. In the case of reporting from the JWPA&E to the COAG, it was reported that the choice of focus (on cross-compliance) on one occasion had proved to be problematic given the status and character of this subject. More generally speaking, a certain reticence on the part of the substructure to involve the COAG in a timely way in the resolution of political blockages was also signalled by some delegates.³⁴

97. With respect to the commodity groups, the instauration of joint sessions under a single chair has given rise to both methodological and efficiency gains since it reflects the interlinked nature of commodity markets and facilitates the participation of delegates, the vast majority of whom participate in both groups.

3.2.4 *Interactions within the OECD structure*

98. The Committee interacts horizontally with other OECD bodies in three ways:

- through two formally constituted joint bodies with other Committees, the Joint Working Parties on Agriculture and Trade and Agriculture and the Environment;
- in a limited number of ad hoc joint meetings with other Committees;
- at the level of the Secretariat.

99. The Joint Working Party on Agriculture and Trade provides a vehicle for implementing work at the juncture of these two policy areas. Since the merger of 2006 its two parent bodies have been served by secretariats situated within the same Directorate. The work it has undertaken since 2002 has focused on trade liberalisation, structural adjustment and non-tariff measures.

100. Horizontal working at the juncture of the policy fields of agriculture and trade occurs and has already been discussed in the preceding sections of the report. It can be summarised as follows:

- the work programme of the JWP on Agriculture and Trade is developed in the COAG and its implementation is overseen by the parent body;
- participation of delegates with an agricultural orientation is greater than that of their trade counterparts;

32. See the Mid-term Review of the JWP on Agriculture and the Environment [COM/AGR/CA/ENV/EPOC(2006)26].

33. By way of an illustration, in 2007 around 20% of delegates participated in all three bodies, with another 20% participating in at least two of them.

34. A need to improve co-ordination within the Committee structure was identified at the time of the 1999 Executive Committee review [CE(99)5/REV1].

- the implementation of the JWP's work has been adversely affected by the state of trade negotiations at the WTO which has led to some projects being blocked (e.g. sugar policy reform and export competition) because of political sensitivities;
- annual reports are provided by the Chair of the JWP to the COAG.

101. However, very little discussion of the work of the JWP appears to take place in either the Trade Committee or its working party.

102. The Joint Working Party on Agriculture and the Environment provides a means through which work on agri-environmental policies and tools for assessing their performance is implemented. The JWP's mandate requires that it reports to both the COAG and EPOC. Its current mandate also required it to provide a medium-term assessment of its work, which took place in 2006.

103. Horizontal working via the JWP on Agriculture and the Environment has already been discussed in the preceding sections of the report. It can be summarised as follows:

- the drawing up of the work programme has in recent years had an element of both top-down development from the COAG and bottom-up from the JWP itself, reflecting the specialised nature of the work carried in the field of agri-environmental policy;
- the participation of delegates in the JWP with an agricultural orientation is stronger than that of their environment counterparts;
- work in this area has by and large been implemented without too many major difficulties, with the exception of the project on cross-compliance which has not been declassified for technical or political reasons depending on the perspective of delegates;
- formalised reporting channels exist between the JWP and the COAG.

104. By contrast, no formal reporting mechanism exists between the JWP and EPOC, and there is little in EPOC meeting summaries to suggest that the Secretariat steps in to fulfil to this role.

105. Work in the area of the development took place in 2005 and 2006 and includes Global Relations events (i.e. Global Forum for Agriculture implemented in conjunction with the Development Centre and regional events in Africa, also involving the Development Centre along with the Development Cooperation Directorate and the Sahel and West Africa Club) and an *ad hoc* joint session was held between the COAG and the Development Assistance Committee's Network on Poverty Reduction (POVNET).

106. Another *ad hoc* joint session took place in 2005 and involved the COAG and the Territorial Development Policy Committee's Working Party on Territorial Policy in Rural Areas on the topic of coherence of agricultural and rural development policies.

107. These two *ad hoc* horizontal sessions were largely viewed as useful by delegates, although there was some disappointment that steps to strengthen horizontal working in the area of rural development had not been initiated.

108. Over the review period, there have been numerous cases of horizontal working within the OECD that have taken place at secretariat level:³⁵

- in the policy field of sustainable development and the environment on topics such as water pricing and the financing of water supply infrastructure, environmentally harmful substances, pesticide environmental risk indicators as well as contributions to *Environmental Performance Reviews*, the coming *Environmental Outlook* and reports on the integration of the environment with sectoral economic policies;
- food safety regulatory reforms;
- trade and structural adjustment (TASAP);
- policy coherence for development.

109. Delegates tend to have relatively limited visibility of the horizontal work conducted at secretariat level. At the same time there is a general positive appreciation of the way in which work is prepared and conducted in a horizontal context, particularly against the backdrop of diminishing secretariat resources.

3.2.5 *Interactions with other international organisations and stakeholders*

110. Four international organisations have the status of regular observer within the Committee:

- UN Food and Agricultural Organization (FAO);
- World Trade Organization;
- Council of Europe;
- World Food Council (APM only).

111. Annual co-ordination meetings have been held with the FAO secretariat for a number of years. In 2004, a consortium was established that included the FAO, the World Bank and the International Food Policy Research Institute (IFPRI) in the context of the production of a number of studies of non-Member economies. Since 2005, the FAO and the OECD have collaborated to produce the Outlook publication on a joint basis. The OECD has also provided inputs into an FAO project for several years.

112. Interactions with the FAO are universally viewed as being of extremely high quality and are credited with successfully exploiting the two organisations' respective competencies and complementary geographical coverage. It was, by contrast, suggested that the relationship is insufficiently institutionalised and that this represents a risk to its sustainability in the longer term. It was also observed that the consortium established in 2004 did not take on a significant role in the work for which it was created and has been fairly inactive.

113. In the context of the strong and systemic relations existing between the OECD and the WTO, there have been regular co-ordination meetings at secretariat level between the two organisations for a number of years with a view to determining the OECD's contribution to trade negotiations. The WTO is regularly represented at committee meetings and reports back to the COAG on the state of trade negotiations. It also co-sponsors regional forums in the area of agriculture and trade.

35. Involving the Directorate for Public Governance and Territorial Development, The Directorate for Employment, Labour and Social Affairs, the Environment Directorate and the Trade Directorate, prior to the merger with the Directorate for Food, Agriculture and Fisheries as well as the General Secretariat.

114. The complementary nature of the work of the OECD and the WTO and the strength of their relationship, particularly at Secretariat level, are highlighted by most interviewees. There is however a general feeling that despite this, the lack among delegates of a clear understanding of the mandates and roles of the two organisations (see above) has had repercussions on the Committee's capacity to fully implement its work programme and to provide timely analytical support that could be useful for trade negotiators.

115. As for the Council of Europe and the World Food Council, they have both been absent from committee meetings in recent years and no functional relationship exists with them.

116. The World Bank, though not an observer to the Committee, is one of its more regular collaborators, primarily through its co-funding of the Global Forum on Agriculture, but also in the context of the production of a joint publication on a non-Member economy and the establishment of the abovementioned consortium.

117. Other international organisations with which the Committee has co-operated largely on an *ad hoc* basis are:

- International Fund for Agricultural Development (IFAD), in the context of a joint project on support for African agriculture;
- Eurostat and the European Environment Agency (EEA) with regard to work on agriculture-environmental indicators;
- World Organisation for Animal Health (OIE) in the area of animal disease and its economic impact on markets and trade.

118. With respect to *ad hoc* co-operation with international organisations, this was viewed by delegates as being satisfactory, except in the case of the OIE where it is reported that the competencies of the two organisations were not fully exploited.

119. In the case of other stakeholders, interactions mainly take the form of *ad hoc* forums on specific policy topics as well as general consultation sessions of differing aims, usually held annually with the Secretariat and the Bureau and to which delegates are invited. Over a number of years, the range of stakeholders invited to participate in sessions has widened from IFAP (representing farm producers) to also include BIAC (representatives of food manufacturers), consumer groups, environmental and other interested NGOs, mirroring the shift the Committee has been making towards looking at agriculture in a broader policy context.³⁶

120. Representatives of stakeholders are very positive about the consultation process and modalities currently in place, while the views of delegates are somewhat mixed on how well the general sessions work and on their usefulness. However, the participation of stakeholders in policy forums and the contribution this allows them to make into the Committee's thinking is regarded by all interviewees as very positive. The recent policy forum on bio-energy, to which a broad range of stakeholders was invited, is cited in exemplary terms by delegates and stakeholders on numerous occasions in this context.

36. This change responds to recommendations of the Review of the Committee undertaken in 1999 by the Executive Committee [CE(99)5/REV1].

3.2.6 Resources

121. Part I Budget resources allocated to Output Group 3.2 (Agriculture) represent over 6.5% of the total Part I Budget allocated to the Organisation's substantive policy areas. This makes it one of the best endowed policy fields, despite a year-on-year reduction in Part I funding since 2003.³⁷

122. In the context of the overall reduction of Part I funding (down 10.9% since 2003), there has been a gradual reallocation of resources to the Committee's work on policy reform and away from trade and the environment. This has led to more than one-half of its Part I Budget allocation being assigned to work on Agricultural Policy Reform (Output Area 3.2.1), which at 3 261 K EUR in 2007 figures among the ten best resourced substantive Output Areas in the OECD and exceeds the combined allocations of Output Areas 3.2.2 and 3.2.3.

123. Voluntary contributions were received from 17 Member countries and the European Commission over the period reviewed as well as from one non-Member economy and two financial institutions. These have tended to be concentrated in the Output Area of Agricultural Policy Reform, peaking in 2005 as a share of total Committee resources. Global relations activities outside those defined as core to the Committee's work programme, i.e. monitoring of non-Member economies, the China Programme and the Global Forum on Agriculture, are financed through Voluntary contributions.

Table 5 Financial data on Output Group 3.2

Year	Output Area 3.2.1: Agricultural Policy Reform			Output Area 3.2.2: Agriculture and Trade			Output Area 3.2.3: Agriculture and Fisheries Sustainability*		
	Part I Budgeted Resources	Voluntary contribut- ions**	Share of VCs	Part I Budgeted Resources	Voluntary contribut- ions**	Share of VCs	Part I Budgeted Resources	Voluntary contribut- ions**	Share of VCs
K EUR									
2002***	2 880	160	5%	2 475	11	< 1%	1 319	159	11%
2003	2 899	187	7%	2 333	11	< 1%	1 482	170	11%
2004	3 033	872	22%	2 301	11	< 1%	983	147	13%
2005	2 876	1 412	33%	2 236	11	< 1%	1 080	157	13%
2006	2 831	633	18%	2 149	11	< 1%	1 021	157	13%
2007	3 261	460	12%	1 581	11	< 1%	1 146	147	11%
Change 2003-07	12%		Change 2003-07	-32%		Change 2003-07	-23%		

Source: PWB 2005-06 & 2007-08, 2003-2004 C(PWB(2003)1 & 2002 C:PWB(2001)02/ANN

* Excludes financial resources allocated to work on fisheries sustainability.

** The amounts indicated under VCs are those received in a given year and in most cases cover work carried out over more than one year.

*** Prior to the reform of 2003, operating overheads were not included in budgeted resources. Consequently only data for the years 2003 to 2007 is comparable.

124. The reduction in the Part I Budget allocated to the Committee has corresponded with a decrease of a little over six full-time equivalent posts, including three at A-grade. A net increase of three A-grade project posts helped to offset this reduction in the Part I staff allocation in 2006 and this situation was carried over into 2007. As a result, the decline in resources over the period covered by the review has been most felt at the level of support staff.

37. PWB 2005-06 and 2007-08.

Table 6 Human resource inputs (2003-07)

Year	2002	2003	2004	2005	2006	2007
Posts (FTEs)*						
Part I Staff Allocation	41	39	39	37.8	37.8	34.8
of which A posts	29	28	28	27	27	26
Project posts	3	3	3	3	6	6
of which A posts	3	3	3	3	6	6

Source: PBP

* Excludes posts at A6 and above and B3 level and below

3.2.7 Quality of Output Results

125. The results of the questionnaire survey in respect to the quality of Output Results produced in the 2002-04/05 period are presented below, in Table 7, while results of the PIR survey covering Output Results produced in 2005 and 2006 figure in Table 8.³⁸ Quantitative results are synthesised in Table 9.³⁹

126. Quantitative results are presented in the form of an indicator of the percentage of Members assessing Output Results as being of *high* or *very high* quality. Based on the assumption that the work of the OECD should be widely considered by Members as being of good quality, a positive result for an Output Result is judged as two-thirds or more of Members' policymakers make this response.

127. In total, around one-third of the Committee's Outputs over the review period is assessed as respecting the abovementioned quality threshold and a number of them are close to it or, in the case of recurring products, have reached it in at least one year since 2000. This means that when the threshold is applied flexibly, the proportion rises towards three-fifths.

128. The highest quality Output Results as rated by national policymakers are:

- products in the area of agri-environmental policies (2002-05);
- Agricultural Policies in OECD Countries: Monitoring and Evaluation and reviews of non-Member economies (2002-2006).

129. The latter Output Result, along with the Global Forum on Agriculture (see below), accounts for around one-third of the Part I Budget allocated to the Committee within the *Agriculture* Output Group.

130. The assessment of the *Agricultural Outlook* publication and the underlying data and model (AGLINK and AMAD) indicates that fewer Member policymakers rated the quality of this work as *high* in 2006 than in the preceding period when it was among the highest quality products of the Committee.

131. The universally shared view of all categories of interviewees is that the Committee on the whole produces very good quality quantitative economic analyses. At the same time, a number of observations were made which could explain why the assessment of the quality of many of the Output Results produced between 2002 and 2006 do not reflect more fully this positive appreciation:

- the significant historical, cultural and geographic differences between countries which are

38. Non-response rates of more than 33% are indicated.

39. In the synthesis table, recurring Output Results are grouped, as are Output Results produced over a number of years that are closely related. They are listed in descending order according to the most recent impact rating, with those exceeding the impact threshold (in at least one year for recurring or multi-annual groupings) being marked in bold.

subsequently reflected in terms of their diverse policy interests and perspectives, with the result that many of the Output Results may not be highly pertinent for a significant minority of OECD Members;

- the falling level of Part I resources, which while giving rise to efficiency gains, may also have squeezed the quality of some of the Committee's work, especially outside its core products;
- a minority of interviewees pointed out what in their view are methodological weaknesses in the Committee's work, notably
 - despite the significant historical, cultural and geographic differences between OECD Members, perspectives and findings that are at variance with the consensus are not sufficiently represented in conclusions
 - the drawing of policy conclusions on the basis of data which is not always sufficiently up-to-date
 - policy conclusions drawn on the basis of incomplete quantitative data, instead of using qualitative data to complement and underpin analyses
 - not fully taking into account implementation and effect lags when evaluating policy;
 - assumptions made about the superiority of private action over government intervention in a sector that is largely characterised by imperfect competition
- a focus that is sometimes too high-level, too conceptual and/or too theoretical, and which is predominantly on economic issues.

Table 7 Quality of products in the area of agricultural policy (2002-05)

Output Results	Main Contributors	Year	(% Members responding) High or Very High Quality	Observations
<i>Agricultural Policies in OECD Countries: Monitoring and Evaluation</i> (and every second year, the <i>At A Glance</i> version), and underlying data and model (PSE/CSE database, Policy evaluation Matrix (PEM))	APM	2002-04	63%	A very good piece of work (stakeholder body).
OECD Country Agricultural Policy Reviews: ➤ <i>Analysis of the 2002 US Farm Bill</i> ➤ <i>Analysis of the 2003 CAP Reform</i>	APM	2002-03	70%	Although timeliness of the analysis and shelf-life of the product limit their impact on policy development we do recognize their importance in ensuring the relevant policies are represented in AGLINK which is highly utilized by AAFC to inform policymakers (Member country policymakers).
Publications and papers on agricultural policies: ➤ Publication entitled <i>Multifunctionality: The Policy Implications</i> ➤ Publication entitled <i>Farm Household Income: Issues and Policy Responses</i> ➤ Paper on <i>Agricultural Policies in OECD Countries: A positive Reform Agenda</i>	COAG /APM	2003	64%	As a result of a number of methodological errors, we have had some questions about this work (Member country policymakers) Of very high interest to us (stakeholder body).
Analytical and issues papers on agricultural policies: ➤ Paper on the <i>Evolution of Agricultural support in real terms in OECD countries from 1986 to 2002</i> (2003) ➤ <i>Review of empirical studies of the acreage and production response to US production flexibility contract payments under the fair act and related payments under supplementary legislation</i> (2004) ➤ Series of technical papers covering a range of decoupling related issues, e.g. <i>Effects of Quantitative Constraints on the Degree of Decoupling of Crop Support Measures</i> (2002); <i>The Impact of Crop Insurance Subsidies on Land Allocation and Production in Spain</i> (2002); <i>Risk Effects of CAP Arable Crop Regime: Results from an FADN Sample</i> (2003); <i>Illustrating some open questions on the Production Impact of different policy instruments</i> (2005); <i>The impact on investment and production of different agricultural policy instruments - principal findings</i> (2005); <i>Impact on production incentives of different risk reducing policies</i> (2005)	APM	2002-05	55%	Part of the challenge with work of this type is to distil the results of highly technical analysis and empirical work into a form that is readily accessible to an educated lay audience. This is, in part, one of the major achievement of the OECD's efforts in "A Positive Reform Agenda" as it summarised the weight of a considerable amount of theoretical work and applied analysis (Member country policymakers).

Output Results	Main Contributors	Year	(% Members responding) High or Very High Quality	Observations
<p>Work in the area of developments in the Food Economy:</p> <ul style="list-style-type: none"> ➤ Conference on <i>Changing Dimensions of the Food Economy: Exploring the Policy Issues</i> (2003) ➤ Papers entitled <i>Costs and benefits of Food Safety Regulation; Addressing socio-Economic concerns related to Food safety; and Food Safety Regulatory Reforms in Hungary, Poland and Slovakia</i> (2003) ➤ Publication entitled <i>Foodborne Disease in OECD Countries: Present State and Economic Costs</i> (2003) 	APM/Ad Hoc Group on Food Safety	2003	53%	<p>These papers might be considered ventures into “Foresight”, to provide some framework for assessing future challenges on issues that are not straightforward to analyse. They are not an easy read but the dividends from work on this type of subject matter will continue to accumulate (Member country policymakers).</p> <p>Weak (stakeholder body).</p> <p>Very interesting work (stakeholder body).</p> <p>Food safety papers done in the early 2000s created the general impression of being not well done and excessively controversial (Member country policymakers).</p>
<p><i>OECD Agricultural Outlook</i>, and underlying data and model (AGLINK model and Agricultural Market Access Database (AMAD))</p>	APM	2002-04	73%	<p>The nature of this output is more to increase the body of knowledge and understanding of the medium-term outlook, and therefore is an investment in ensuring other analytical work has a firm foundation (Member country policymakers).</p> <p>This model and database underpin many of the OECD’s analytical publications. They help to provide a cohesive, comprehensive and consistent means of assessing the strengths and shortcomings of different policy and regulatory instruments. The supporting workshops also create a network of informed specialists who can help “push the envelope” with respect to analysing future issues and reflecting on how to go about monitoring, enumerating, measuring, policing and disciplining domestic policies and border measures (Member country policymakers).</p> <p>The quality of the report is judged as high, but there are also well known limits to the report and the AGLINK model (Member country policymakers).</p> <p>The AGLINK model has been largely set aside as our modelers prefer other econometric models with greater national detail. We also have some concerns regarding maintenance of the AMAD database (Member country policymakers).</p> <p>A very good piece of work (stakeholder body).</p>

Output Results	Main Contributors	Year	(% Members responding) High or Very High Quality	Observations
Publications and papers relating to WTO Negotiating Issues: <ul style="list-style-type: none"> ➤ Publication entitled <i>Agriculture and Trade Liberalisation: Extending the Uruguay Round Agreement</i> ➤ Paper on <i>The Medium-Term Impacts of Trade Liberalisation in OECD Countries on the Food Security of Non-Member Economies</i> ➤ Paper on <i>Alternative Liberalisation Scenarios and their Impacts in Quotas rents and Tariff Revenues in Selected OECD Agricultural Markets</i> 	JWPA&T	2002	65%	
Publications and papers on Non-Tariff measures affecting agricultural trade: <ul style="list-style-type: none"> ➤ Publication entitled <i>The Impact of Regulations on Agro-Food Trade: The Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary Measures (SPS) Agreements</i> (2003) ➤ Paper on <i>Measuring the trade effects of the SPS agreement</i> (2003) 	JWPA&T	2002-03	47%	
Products in the area of agri-environmental policies: <ul style="list-style-type: none"> ➤ <i>Inventory of Policy Measures addressing Environmental Issues in Agriculture</i> (2002 and developments) ➤ Publication entitled <i>Environmentally Harmful Subsidies: Policy Issues and Challenges</i> (2003) ➤ Report on <i>Agriculture and the Environment : Lessons learned from a Decade of OECD work</i> (2004) ➤ Synthesis report on <i>Evaluating Agri-Environmental Policies Design, Practice and Results</i> (2004) ➤ <i>Biomass and agriculture: Sustainability, Markets and Policies –Workshop and Proceedings</i> (2004) ➤ Synthesis report on <i>Understanding the Linkages Between Agriculture, Trade and the Environment: Synthesis Report of the Case Studies on the Pig, Dairy and Arable Crop Sectors</i> (2005) 	JWPA&E	2002-05	70%	Lessons learned report was an extremely mediocre paper (Member country policymakers). The rigour and thorough findings are recognised by policy makers (Member country policymakers). Quite well done (stakeholder body). Of very high interest to us, though does not address mindscapes and ecosystems sufficiently (stakeholder body)

Source: Evaluation Survey and interviews

Table 8 Quality of products in the area of agricultural policy (2005-06)

Output Results	Main contributors	Year	% of Members responding High or Very High Quality	Observations
Analytical reports on developments in the food economy: <i>Analysis of price transmission along the food chain</i>	APM	2005	70%	Weak (stakeholder body). Very interesting work (stakeholder body).
Analytical reports and conference on agricultural policies in OECD and emerging economies: <ul style="list-style-type: none"> ➤ <i>Agricultural Policies in OECD Countries (every second year At a Glance version)</i> ➤ <i>Taxation and Social Security in Agriculture</i> ➤ <i>OECD Review of Agricultural Policies: India</i> ➤ <i>OECD Review of Agricultural Policies Brazil</i> ➤ <i>OECD Review of Agricultural Policies South Africa</i> ➤ <i>OECD Review of Agricultural Policies China</i> 	COAG/APM	2005	83%	Extremely interesting reports on non-Members (stakeholder body) Rated as being of <i>very high</i> quality by non-Member economies.
Analytical report examining policy instruments and impacts: <ul style="list-style-type: none"> ➤ <i>Multifunctionality in Agriculture: What Role for Private Initiatives?</i> ➤ <i>Farm Structure and Farm Characteristics - Links to Non-Commodity Outputs and Externalities</i> ➤ <i>Non-Governmental approaches for the provision of non-commodity outputs and the reduction of negative effects of agriculture: a synthesis report</i> ➤ <i>Decoupling: Policy implications</i> 	APM	2005	46%	Implications of policy very well developed (non-Member economy). Rated as being of <i>very high</i> quality by non-Member economies.
Analytical reports on food economy developments <ul style="list-style-type: none"> ➤ <i>Supermarkets and the Meat Supply Chain: The Economic Impact of Food Retail on Farmers, Processors and Consumers</i> ➤ <i>Report on private standards and the shaping of the agro-food system</i> ➤ <i>Private standards and developing country access to global supply chains</i> ➤ <i>Market access and private standards: Country Case studies</i> 	APM	2006	61%	Conclusions flawed due to lack of data (stakeholder body). Weak (stakeholder body). Very interesting work (stakeholder body).
Analytical reports and conferences on agricultural policies in OECD and emerging economies: <ul style="list-style-type: none"> ➤ <i>Agricultural Policies in OECD Countries (every second year At a Glance version)</i> ➤ <i>Agricultural (and Fisheries) Policies in Mexico</i> ➤ <i>Regional Policy Forum on Trade and Agriculture (Manila, Buenos Aires)</i> 	COAG /APM	2006	71%	We have had little positive feedback from the regional forum events, with our members indicating that the OECD has been using them to preach its liberal economics message to the developing world (stakeholder body).
Analytical reports and conference on improving the links between policy goals and instruments: <ul style="list-style-type: none"> ➤ <i>Policy-related transaction costs and policy choice: Main report</i> ➤ <i>Financing agricultural policies with particular reference to public good provision and multifunctionality: Which Level of Government?</i> ➤ <i>Transaction Costs - Case studies</i> ➤ <i>Workshop on Information Deficiencies in Agri-environmental Policies</i> 	APM	2006	56%	Work on transaction costs provided only a partial analysis (stakeholder body)
Analytical report on overcoming constraints to policy reform: <i>Adjustment Options and strategies in the context of Agricultural Policy Reform and Trade Liberalisation</i>	APM	2006	52%	Rated as being of <i>very high</i> quality by non-Member economies.
Analytical reports clarifying the impacts of alternative policies on agricultural markets:	APM	2005	71%	Rated as being of <i>high</i> to <i>very high</i> quality by non-Member

Output Results	Main contributors	Year	% of Members responding High or Very High Quality	Observations
<ul style="list-style-type: none"> ➤ OECD/FAO Agricultural Outlook ➤ AGLINK model ➤ Agricultural Market Access Database (AMAD) 				economies.
Analytical reports assessing progress in trade liberalisation <ul style="list-style-type: none"> ➤ Dairy Policy Reform and Trade Liberalisation ➤ Preferential Trading Arrangements in Agricultural and Food Markets: The Case of the European Union and the United States ➤ Agricultural non-reciprocal tariff preferences by the QUAD countries 	JWPA&T	2005	52%	Rated as being of <i>very high</i> quality by non-Member economies.
Analytical reports assessing progress in opening agricultural markets: <ul style="list-style-type: none"> ➤ Impact of animal disease outbreaks and alternative control practices on agricultural markets and trade ➤ Agricultural Market Impacts of future growth in the production of biofuels 	APM	2006	62%	Very interesting topics and useful areas of work (stakeholder bodies). Rated as being of <i>very high</i> quality by non-Member economies.
Analytical report on trade policy and global market developments: <ul style="list-style-type: none"> ➤ OECD/FAO Agricultural Outlook ➤ AGLINK model ➤ Agricultural Market Access Database (AMAD) 	APM	2006	50%	Rated as being of <i>high</i> to <i>very high</i> quality by non-Member economies.
Analytical report identifying policies to facilitate adjustments resulting from farm policy reform: <i>Agricultural Policy and Trade Reform: Potential Effects at Global, National and Household Levels</i>	JWPA&T	2006	68%	
Conference on improving environmental policy analysis capacity: <ul style="list-style-type: none"> ➤ Evaluating agri-environmental Policies Workshop and Proceedings ➤ Stylised Agri-environmental Policy impact Model (SAPIM) 	JWPA&E	2005	55%	
Analytical reports, indicator report and forum on assessing agri-environmental performance: <ul style="list-style-type: none"> ➤ Understanding the linkages between agriculture, trade and the environment : Synthesis Report of The Case Studies on the Pig, Dairy and Arable Crop Sectors ➤ Inventory of Policy Measures addressing Environmental Issues in Agriculture (development and expansion) ➤ OECD Expert meeting on Farm management indicators and the Environment (New Zealand) and proceedings 	JWPA&E	2005	50%	
Conference on environmental policies and market-based options: <ul style="list-style-type: none"> ➤ Best practices for effective agricultural water use and flood management ➤ Workshop on Agriculture and Water: Sustainability, Markets and Policies. Workshop and Proceedings ➤ Workshop on Evaluating the degree of Jointness, Policy Implications 	JWPA&E	2005	67%	Non-response rate of 52%
Analytical Report, good practice report and forum identifying environmental based market options: <i>Coherence of Agricultural and Rural Development policies</i> . Workshop Proceedings	JWPA&E	2006	64%	

Source: PIR and interviews

Table 9 Synthesis of Quality Assessment Results

Output Result	Main Contributors	Year	% of Members responding High or Very High Quality
Products in the area of agri-environmental policies	JWPA&E	2002-05	70%
Agricultural Policies in OECD Countries: Monitoring and Evaluation and reviews of non-Member economies	COAG/APM	2006	71%
		2005	83%
		2002-04	63%
OECD Country Agricultural Policy Reviews (2002 US Farm Bill and 2003 CAP Reform)	APM	2002-03	70%
Analytical report identifying policies to facilitate adjustments resulting from farm policy reform	JWPA&T	2006	68%
Analytical Report, good practice report, conference and forum on environmental policies and market-based options	JWPA&E	2006	64%
		2005	67%
Publications and papers relating to WTO Negotiating Issues	JWPA&T	2002	65%
Publications and papers on agricultural policies, including with regard to <i>multifunctionality, farm household income and reform</i>	COAG/APM	2003	64%
Analytical reports assessing progress in opening agricultural markets	APM	2006	62%
Analytical reports on developments in the food economy	APM/ Ad Hoc Group on Food Safety	2006	61%
		2005	70%
		2003	53%
Analytical reports and conference on improving the links between policy goals and instruments	APM	2006	56%
		2005	46%
Analytical and issues papers on agricultural policies, including evolution of support in OECD countries and decoupling	APM	2002-05	55%
Conference on improving environmental policy analysis capacity	JWPA&E	2005	55%
Analytical report on overcoming constraints to policy reform	APM	2006	52%
Analytical reports assessing progress in trade liberalisation	JWPA&T	2005	52%
Analytical reports clarifying the impacts of alternative policies on agricultural markets and trade policy and global market developments (Agricultural Outlook, AGLINK, AMAD)	APM	2006	50%
		2005	71%
		2002-04	73%
Analytical reports, indicator report and forum on assessing agri-environmental performance	JWPA&E	2005	50%
Publications and papers on Non-Tariff measures affecting agricultural trade	JWPA&T	2002-03	47%

3.2.8 *Quality of Global Relations events and other products*

132. With the exception of the Global Forum on Agriculture, which is close the quality threshold of two-thirds or more of Members, global relations events and other products are not widely appreciated as being of *high* to *very high* quality by a majority of Members, These GFA is also positively appreciated in terms of quality by non-Member economies and other stakeholders.

Table 10 Quality of Global Relations events and other products

Output Results	Main contributors	Year	% of Members responding High or Very High Quality	Observations
Global Forums on Agriculture: <ul style="list-style-type: none"> ➤ Agricultural Trade Liberalisation, Development and poverty reduction ➤ Policy coherence for development ➤ Policy Developments in Non-member Economies ➤ Constraints to Development of Sub-Saharan Agriculture 	GFA	2004-06	61%/65%*	* PIR result for <i>Policy Coherence for Development</i> (and publication) and <i>Constraints to Development of sub-Saharan Agriculture</i> Rated by non-Member economies as <i>medium</i> to <i>high</i> quality. Excellent quality and the most important aspect of the Committee for us, with the probable exception of bilateral consultations (stakeholder body). A very valuable event (stakeholder body). Very important for us in the context of WTO negotiations. Discussions and papers showed us the realities of OECD and non-OECD countries (non-Member economy).
Publication entitled <i>China in the Global Economy: Rural Finance and Credit Infrastructure in China</i>	GF	2004	56%	Non-response rate of 64%
Publications relating to agriculture and development: <ul style="list-style-type: none"> ➤ <i>Agricultural Trade and Poverty: Making Policy Analysis Count</i> ➤ <i>Agriculture and Development: The Case for Policy Coherence</i> 	GFA	2003, 2005	47%	Medium quality publications (non-Member economy).
Publication entitled: <i>Water Resources and Agricultural Policies: Lessons from China and OECD Countries</i>	JWPA&E	2006	40%	Non-response rate of 40%. A very high quality report on a sensitive issue (non-Member economy). Rated as being of <i>high</i> to <i>very high</i> quality by non-Member economies.
Publication entitled: <i>Trade and competitiveness in Argentina, Brazil and Chile: Not as easy as A-B-C</i>	JWPA&T	2004	38%	Non-response rate of 48%. A good quality report (non-Member economy).
Publications relating to the Baltic Region: <ul style="list-style-type: none"> ➤ Agricultural and Rural Development Policies in the Baltic Countries ➤ Global Trends in the Dairy Industry : Outlook for the Baltics 	GFA & APM	2002-03	27%	Non-response rate of 56%

Source: Evaluation survey, interviews and PIR.

4. Policy impacts arising from the Committee's work

133. This section of the report examines the **effectiveness** of the Committee's work in terms of policy impacts primarily in Member countries resulting from the use of its Output Results by policymakers.

134. The analysis of effectiveness addresses the question of whether a committee is achieving its objectives through the *use* of Output Results and their *impact* on policy development, both in the short to medium-term and over a longer-term horizon. The analysis concerns Output results completed between 2002 and 2006.

135. Data from the following sources were primarily used to make this analysis:

- Feedback from informed policymakers in Members' administrations via
 - A questionnaire survey covering the period 2002-04/5 with respect to the visibility, use and policy development impact of Output Results in Output Areas 3.2.1 to 3.2.3;
 - The PIR survey covering the period 2005-06 with respect to policy development impact of Output Results in Output Areas 3.2.1 to 3.2.3.

136. The results of the questionnaire survey in respect to the awareness, use and impacts of Output Results produced in the 2002-04/5 period are presented below in Table 11, while results of the PIR exercise covering Output Results produced in 2005 and 2006 figure in Table 12.⁴⁰ Quantitative results are synthesised in Table 13.⁴¹

137. Quantitative results are presented in the form of indicators of the percentage of Members registering a *medium* to *very high* level of awareness, use and policy impacts. The main performance benchmark used is that a *medium* to *very high* policy impact is reported in 50% or more of Members responding to the survey.⁴² Furthermore, in order to take into account the particular policy environment of EU Member States, whose agricultural policy is conducted through a Common Agricultural Policy which is proposed and implemented by the European Commission, an alternative indicator is also presented on the assumption that it is more appropriate to examine the extent to which these Members use Output Results, since direct influence on policy less likely to be seen at this level than at the level of EC policymakers.⁴³

138. Qualitative results from both the surveys and the interviews are presented in the same tables in the form of observations and examples.

40. Non-response rates of more than 33% are indicated.

41. In the synthesis table, recurring Output Results are grouped, as are Output Results produced over a number of years that are closely related. They are listed in descending order according to the most recent impact rating, with those exceeding the impact threshold (in at least one year for recurring or multi-annual groupings) being marked in bold.

42. The processing of data is explained in Annex II.

43. Hence, the use of Output Results in 15 EU member states responding to the survey is combined with their impact for non-EU countries and the European Commission to provide this alternative indicator.

4.1 *Analysis of effectiveness in the short to medium-term*

139. The results of the evaluation survey and the PIR indicate a *very high* degree of awareness among policymakers of the Committee's Output Results produced over the 2002-06 period.⁴⁴ Furthermore, where it is possible to assess the extent to which Output Results are being used, i.e. during the 2002 to 2004/05 period, the vast majority were widely used by policymakers, in spite of observations made about certain aspects of their quality by delegates and other stakeholders.

140. The high level of awareness and use of Output Results by Members' policymakers translates into widespread impacts on policy development, i.e. Output Results are having or have the potential for at least a *medium* impact on policy development in 50% or more of Member countries after being adjusted for EU competencies in this policy field.⁴⁵

141. Many Output Results have had, are having, or have the potential for impacts in more than four-fifths of Members:

- Agricultural Policies in OECD Countries: Monitoring and Evaluation and reviews of non-Member economies;
- analytical reports clarifying the impacts of alternative policies on agricultural markets and trade policy and global market developments (Agricultural Outlook, AGLINK , AMAD);
- analytical reports and conference on improving the links between policy goals and instruments;
- conference on improving environmental policy analysis capacity;
- analytical reports on developments in the food economy (2006 only);
- analytical reports assessing progress in trade liberalisation;
- analytical report identifying policies to facilitate adjustments resulting from farm policy reform;
- analytical reports assessing progress in opening agricultural markets.

142. The data collected on impacts of Output Results suggests that they are higher in 2005-06 than in the preceding period, which may be due to the fact that potential impacts are also included in the PIR assessment.⁴⁶ Consequently, some of the potential impacts relating to work in the area of agriculture and trade could be viewed as being conditional on a positive outcome of the negotiations at the WTO in the framework of the Doha Round.⁴⁷

44. A significant effort is also made to ensure that the wide public is aware of the Committee's work and a press dossier supplied by the Secretariat suggests that media coverage is high in this context.

45. The wide difference between the results of the assessment of the impacts of the Committee's Output Results and their quality can in part be explained in methodological terms by the higher "success threshold" applied in regard to assessing quality than to assessing impact. This reflects the fact that quality is a parameter that is largely under the immediate and direct control of the Committee while the impact of Output Results depends on a number of factors, only some of which it is able to influence. In this context, quality is only one of a number of factors explaining the level of (use and) impact of Output Results, others include sub(optimal) timing, the existence/absence of alternative informational inputs, and an (un)favourable policy environment.

46. All but one Member country replying both to the evaluation survey and the PIR exercise indicated a higher level of (potential) impact in the 2005 and 2006 than in the period from 2002-04/05.

47. Whatever the reason for the systematically higher impact ratings in 2005-06, the results of the analysis would remain unchanged given the level of impacts occurring in the preceding period.

Table 11 Awareness, use and impact of products in the area of agricultural policy (2002-04/05)

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
<i>Agricultural Policies in OECD Countries: Monitoring and Evaluation</i> (and every second year, the <i>At A Glance</i> version), and underlying data and model (PSE/CSE database, Policy evaluation Matrix (PEM))	APM	2002-04	92%	80%	(56%) 68%	Both the long and short forms of this publication receive considerable attention within USDA, Congress, Academia and the press. These are key documents in terms of evaluating agricultural support between countries and blocks, and for informing public opinion in <i>Ireland</i> . A vital input in any discussion on agricultural issues. (Sweden) We make use of the reports when trying to adopt new policies such as direct payments. (Korea)
OECD Country Agricultural Policy Reviews: ➤ <i>Analysis of the 2002 US Farm Bill</i> ➤ <i>Analysis of the 2003 CAP Reform</i>	APM	2002-03	83%	76%	(45%) 67%	We make use of the reports when trying to adopt new policies such as direct payments. (Korea) The analysis of the US Farm Bill analysis provided a benchmark for <i>Canada's</i> own internal analysis and helped influence internal debate which factors were contributing to low commodity prices. It was of modest assistance to specialists who have to maintain a running watch on US policies as they are our largest trading partner. The EU CAP analysis was useful to us as it provided a comprehensive and cohesive assessment of policy developments and their ramifications. Used in <i>New Zealand</i> as a basis of briefing for bilateral discussions and consultations Used for preparation on discussion for WTO negotiations and as a basis for further justification for full decoupling in <i>Germany</i> . The reviews inform domestic policy makers on key international policy developments and acts as an input to undertaking our own analysis to further build on body of knowledge. They also contribute to strengthening foundation of international dialogue. (Australia) Help to establish negotiating positions and provide lessons from past experience of the implementation of policy tools. (Slovak Republic) Helped the government of <i>Hungary</i> during the EU accession process. CAP reform is always an item of interest for <i>United States</i> agricultural policy makers. Helpful documents, particularly the 2003 CAP reform, in helping policy makers to decide on the decoupling of EU supports. (Ireland) CAP Reform is of direct importance for the agricultural policy of the Flemish and Walloon regions of <i>Belgium</i> . The reviews contain useful information that has constituted a necessary input into, amongst other things, the WTO negotiations. (Sweden)

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
<p>Publications and papers on agricultural policies:</p> <ul style="list-style-type: none"> ➤ Publication entitled <i>Multifunctionality: The Policy Implications</i> ➤ Publication entitled <i>Farm Household Income: Issues and Policy Responses</i> ➤ Paper on <i>Agricultural Policies in OECD Countries: A positive Reform Agenda</i> 	APM/ COAG	2003	88%	79%	(50%) 75%	<p>Background to formulate national policy on rural development. (Germany)</p> <p>The general polestar and practical guidelines for assisting policy-making on multifunctionality is useful for policymakers. (Japan)</p> <p>Key inputs to designing more decoupled, targeted and tailored policies domestically. This work has improved the international body of knowledge in informing policy approaches, particularly regarding the lesser efficiency of using agricultural policies as a vehicle for achieving broader societal goals beyond agricultural production, compared to policies more targeted at the particular policy objective. (Australia)</p> <p>Contributed to broad acceptance of new approaches to formulate of policy goals and types of measures. (Slovak Republic)</p> <p>The study on multifunctionality produced a keen interest among policymakers in <i>Switzerland</i> and had a certain impact on the development of Swiss agricultural policy. It helped to explain our agriculture policy on national and international level.</p> <p>Useful together with other analyses for CAP reform. (Greece)</p> <p>The papers were useful related to preparing for the WTO negotiations. (Hungary)</p> <p>The distributional aspects of farm household income studies have proved to be informative. (United States)</p> <p>Useful but not key documents. (Ireland)</p>
<p>Analytical and issues papers on agricultural policies:</p> <ul style="list-style-type: none"> ➤ Paper on the <i>Evolution of Agricultural support in real terms in OECD countries from 1986 to 2002</i> (2003) ➤ <i>Review of empirical studies of the acreage and production response to US production flexibility contract payments under the fair act and related payments under supplementary legislation</i> (2004) ➤ Series of technical papers covering a range of decoupling related issues, e.g. <i>Effects of Quantitative Constraints on the Degree of Decoupling of Crop Support Measures</i> (2002); <i>The Impact of Crop Insurance Subsidies on Land Allocation and Production in Spain</i> (2002); <i>Risk Effects of CAP Arable Crop Regime: Results from an FADN Sample</i> (2003); <i>Illustrating some open questions on the Production Impact of different policy instruments</i> (2005); <i>The impact on investment and production of different agricultural policy instruments - principal findings</i> (2005); <i>Impact on production incentives of different risk reducing policies</i> (2005) 	APM	2002 -05	83%	70%	(26%) 61%	<p>Useful together with other analyses for CAP reform. (Greece)</p> <p>Useful but not key documents. (Ireland)</p> <p>Very informative and very highly utilized both all levels and for informing senior management (eg. chief Agricultural Negotiator). They have planted seeds in analysts' minds which encourage constructive debate. (Canada)</p> <p>No need for these policies in <i>New Zealand</i>, i.e. they are not relevant to New Zealand's current internal policy needs as we already run a low-support and market-oriented agriculture.</p> <p>Basis for further justification for full decoupling in <i>Germany</i>.</p> <p>OECD Agricultural Outlook is useful as an analysis proving basic information on supply and demand in food markets. (Japan)</p> <p>Guides policymakers in their selection of adequate tools. (Slovak Republic)</p> <p>Making use of them, we are trying to adopt new policies such as direct payments. (Korea)</p>

Output Result	Main Contributors	Year	% Members responding			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
<p>Work in the area of developments in the Food Economy:</p> <ul style="list-style-type: none"> ➤ Conference on <i>Changing Dimensions of the Food Economy: Exploring the Policy Issues</i> (2003) ➤ Papers entitled <i>Costs and benefits of Food Safety Regulation; Addressing socio-Economic concerns related to Food safety; and Food Safety Regulatory Reforms in Hungary, Poland and Slovakia</i> (2003) ➤ Publication entitled <i>Foodborne Disease in OECD Countries: Present State and Economic Costs</i> (2003) 	APM/Ad Hoc Group on Food Safety	2003	76%	63%	(37%) 47%	<p>Non-response rate of 42%;</p> <p>The first two papers were insightful and helpful to us but the third was of little use. (Canada)</p> <p>Raised awareness on food economy issues significantly. (Germany)</p> <p>Taken into consideration at the creation and implementation of food legislation in the <i>Slovak Republic</i>.</p> <p>Food quality and food safety are issues of high priority. All information is taken aboard at various stages of policy formulation and implementation. (Greece)</p> <p>For the food industry in <i>Hungary</i>, the papers helped to create a system in conformity with the EU.</p> <p>Food Economy is one of the OECD studies which presents more interest to us. Food safety and food quality have been regulated in <i>Spain</i> over the years, and the questions posed reflect partially our concerns. Consumers' responses are also interesting.</p> <p>Given the priorities of agro-food policies in our government, we are making good use of this work as basic information to establish good agro-food policies. (Korea)</p>
<p><i>OECD Agricultural Outlook</i>, and underlying data and model (AGLINK model and Agricultural Market Access Database (AMAD))</p>	APM	2002-04	88%	79%	(63%) 75%	<p>AAFC uses the OECD baseline and model as the starting point for most of his international markets and foreign policies forward looking analysis. Without this tool AAFC ability to provide insightful information to policy makers would be significantly reduced. (Canada)</p> <p>Informs our internal commodity assessments and forecasting, as well as policy development. (New Zealand)</p> <p>Commonly used as the departure point and source for designing national foresight and policy programmes in agricultural and food sector. (Slovak Republic)</p> <p>The OECD Agricultural Outlook is very well known among policy makers in <i>Switzerland</i>.</p> <p>Useful at EU and member countries level for evaluation and reform. (Greece)</p> <p>Result of the paper used in the updating of the database in <i>Hungary</i>.</p> <p>AMAD is regularly consulted. (Spain)</p> <p>Used to understand the direction of global agricultural market trends (Korea).</p> <p>Useful from a policymaker perspective. (Ireland)</p> <p>Provides an improved understanding of the driving forces influencing policy decisions. (Sweden)</p>

Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
<p>Publications and papers relating to WTO Negotiating Issues:</p> <ul style="list-style-type: none"> ➤ Publication entitled <i>Agriculture and Trade Liberalisation: Extending the Uruguay Round Agreement</i> ➤ Paper on <i>The Medium-Term Impacts of Trade Liberalisation in OECD Countries on the Food Security of Non-Member Economies</i> ➤ Paper on <i>Alternative Liberalisation Scenarios and their Impacts in Quotas rents and Tariff Revenues in Selected OECD Agricultural Markets</i> 	JWPA&T	2002	87%	82%	(36%) 64%	<p>A source of knowledge for establishing negotiation positions in the multilateral negotiation process. (Slovak republic)</p> <p>These publications have been quite helpful to <i>Canada</i> in terms of informing us of the nature and ramifications of policies and policy reforms elsewhere. However, as a major exporter and relatively liberal market economy, these papers have had only a modest impact on Canadian policies.</p> <p>Highly valuable in informing policy development and positions in relation to multilateral trade negotiations. (New Zealand)</p> <p>Our approaches to multi-lateral trade reform and findings from these reports are closely aligned. (Australia)</p> <p>Had a good impact in shaping <i>Ireland's</i> WTO stance.</p>
<p>Publications and papers on Non-Tariff measures affecting agricultural trade:</p> <ul style="list-style-type: none"> ➤ Publication entitled <i>The Impact of Regulations on Agro-Food Trade: The Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary Measures (SPS) Agreements</i> (2003) ➤ Paper on <i>Measuring the trade effects of the SPS agreement</i> (2003) 	JWPA&T	2002-03	68%	67%	(29%) 52%	<p>Non-response rate of 35%</p> <p>A source of knowledge for establishing negotiation positions in the multilateral negotiation process. (Slovak republic)</p> <p>These papers have been useful in scrutinizing and assessing the impacts of non-tariff measures. While these measures are intended to protect human health, the environment or engage on some other societal concern, the attention paid to the inadvertent impacts on production and trade helps better inform both policy design and trade deliberations. (Canada)</p> <p>Both papers used for intensifying work in SPS measures. (Germany)</p>
<p>Products in the area of agri-environmental policies:</p> <ul style="list-style-type: none"> ➤ <i>Inventory of Policy Measures addressing Environmental Issues in Agriculture</i> (2002 and developments) ➤ Publication entitled <i>Environmentally Harmful Subsidies: Policy Issues and Challenges</i> (2003) ➤ Report on <i>Agriculture and the Environment : Lessons learned from a Decade of OECD work</i> (2004) ➤ Synthesis report on <i>Evaluating Agri-Environmental Policies Design, Practice and Results</i> (2004) ➤ <i>Biomass and agriculture: Sustainability, Markets and Policies –Workshop and Proceedings</i> (2004) ➤ Synthesis report on <i>Understanding the Linkages Between Agriculture, Trade and the Environment: Synthesis Report of the Case Studies on the Pig, Dairy and Arable Crop Sectors</i> (2005) 	JWPA&E	2002-05	83%	64%	(45%) 64%	<p>This body of analysis by the OECD has been drawn on extensively for policy development and analysis within AAFC. We have used the Inventory as a basis to carry out studies on different policy types employed by various countries to determine their effectiveness. The body of work on how agri-environmental policy in OECD countries has been used to support domestic policy development process. Material has been drawn on explicitly and OECD staff have made numerous presentations in <i>Canada</i> to disseminate this information. The case studies on the link between agriculture, trade and the environment were used as a basis for case studies in Canada on regulatory impacts and were drawn on to support the environmental assessments required by Cabinet to support multilateral trade negotiations.</p> <p>Source of information and analysis when developing policies on sustainable development and for sustainable use of natural and physical resources in <i>New Zealand</i>. Findings are drawn on when formulating position papers and policy.</p> <p>The synthesis report of the Case Studies on the Pig, Dairy and Arable Crops Sectors brought together a very useful body of knowledge to improve the understanding of linkages between agriculture, trade and the environment. This has provided a useful basis on which to consider policy approaches more targeted at achieving environmental</p>

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Output Result	Main Contributors	Year	(% Members responding)			Observations and examples of use and impacts on policy development
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High impacts on policy development	
						<p>objectives while minimizing the unintended consequences on trade and leakage. (Australia)</p> <p>Considered when selecting and designing and agri-environmental measures within national and community rural development programmes. (Slovak Republic)</p> <p>These studies allow agri-environmental policies to be defended, both at national and international level. (Switzerland)</p> <p>Useful for CAP reform and implementation of to environmentally-friendly policy tools. (Greece)</p> <p>The <i>United States</i> is generally pleased with the Agriculture and Environment work, however, since our programs tend to be ahead of those of much of the rest of OECD, papers on the issue probably have less than expected impacts on policy formulation. Environmental impacts are very carefully considered when designing an agriculture-environmental measure among those included in the Rural Development Programmes. OECD methodology and guidelines are a contribution to this consideration. (Spain)</p> <p>Interesting work from <i>France's</i> perspective on agri-environmental policy.</p> <p>We make use of them in trying to adopt new policies such as the establishment of Environment-Friendly Farming Policy Division. (Korea)</p> <p>Product 6: Provide a good overview of the evolution of policies and linkages, and useful as a basis for reflection (Belgium)</p> <p>OECD thinking is often frontline. It has a general influence on our thinking, but it is hard to link it to specific work. (Sweden)</p>

Source: Evaluation Survey

Table 12 Awareness and impact of products in the area of agricultural policy (2005-06)

Title	Main contributors	Year	Medium to Very High level of awareness	Medium to Very High level of (Potential) Impact	Observations
Analytical reports on developments in the food economy: <i>Analysis of price transmission along the food chain</i>	APM	2005	100%	74%	
Analytical reports and conference on agricultural policies in OECD and emerging economies: <ul style="list-style-type: none"> ➤ <i>Agricultural Policies in OECD Countries (every second year At a Glance version)</i> ➤ <i>Taxation and Social Security in Agriculture</i> ➤ <i>OECD Review of Agricultural Policies: India</i> ➤ <i>OECD Review of Agricultural Policies Brazil</i> ➤ <i>OECD Review of Agricultural Policies South Africa</i> ➤ <i>OECD Review of Agricultural Policies China</i> 	COAG, APM	2005	100%	100%	This work fed into our annual outlook and a national think tank also used the results. It has also been used to revise bilateral negotiations. (Argentina) The Brazil country study, along with the other reviews and papers, are enormously useful and have been used by government, e.g. in the case of WTO and bilateral negotiations, and by the private sector. (Brazil) <i>High impact indicated by non-Member economies.</i>
Analytical report examining policy instruments and impacts: <ul style="list-style-type: none"> ➤ <i>Multifunctionality in Agriculture: What Role for Private Initiatives?</i> ➤ <i>Farm Structure and Farm Characteristics - Links to Non-Commodity Outputs and Externalities</i> ➤ <i>Non-Governmental approaches for the provision of non-commodity outputs and the reduction of negative effects of agriculture: a synthesis report</i> ➤ <i>Decoupling: Policy implications</i> 	APM	2005	96%	79%	Used in our WTO team and in the capital as a background paper. (Argentina) <i>Medium to high impact indicated by non-Member economies.</i>
Analytical reports on food economy developments <ul style="list-style-type: none"> ➤ <i>Supermarkets and the Meat Supply Chain: The Economic Impact of Food Retail on Farmers, Processors and Consumers</i> ➤ <i>Report on private standards and the shaping of the agro-food system</i> ➤ <i>Private standards and developing country access to global supply chains</i> ➤ <i>Market access and private standards: Country Case studies</i> 	APM	2006	100%	86%	Used as background papers in the context of WTO negotiations and bilateral talks with EU and US. (Argentina)
Analytical reports and conferences on agricultural policies in OECD and emerging economies: <ul style="list-style-type: none"> ➤ <i>Agricultural Policies in OECD Countries (every second year At a Glance version)</i> ➤ <i>Agricultural (and Fisheries) Policies in Mexico</i> ➤ <i>Regional Policy Forum on Trade and Agriculture (Manila, Buenos Aires)</i> 	APM/COAG	2006	100%	100%	<i>High to very high impact indicated by non-Member economies</i>
Analytical reports and conference on improving the links between policy goals and instruments: <ul style="list-style-type: none"> ➤ <i>Policy-related transaction costs and policy choice: Main report</i> ➤ <i>Financing agricultural policies with particular reference to public good provision and multifunctionality: Which Level of Government?</i> ➤ <i>Transaction Costs - Case studies</i> ➤ <i>Workshop on Information Deficiencies in Agri-environmental Policies</i> 	APM	2006	100%	89%	

Title	Main contributors	Year	Medium to Very High level of awareness	Medium to Very High level of (Potential) Impact	Observations
Analytical report on overcoming constraints to policy reform: <i>Adjustment Options and strategies in the context of Agricultural Policy Reform and Trade Liberalisation</i>	APM	2006	96%	70%	Very important reports that were used to provide direction for multilateral negotiations. (Argentina)
Analytical reports clarifying the impacts of alternative policies on agricultural markets: ➤ <i>OECD/FAO Agricultural Outlook</i> ➤ <i>AGLINK model</i> ➤ <i>Agricultural Market Access Database (AMAD)</i>	APM	2005	97%	93%	Most useful tool that we have from the OECD. AGLINK was used as a basis for the creation of our own national modelling unit and modifications were introduced to adapt it to <i>Argentina's</i> national situation. Used to support the build-up of our capacity and produce our own outlook publication and AGLINK based model. (Brazil) <i>High</i> impact indicated by non-Member economies.
Analytical reports assessing progress in trade liberalisation ➤ <i>Dairy Policy Reform and Trade Liberalisation</i> ➤ <i>Preferential Trading Arrangements in Agricultural and Food Markets: The Case of the European Union and the United States</i> ➤ <i>Agricultural non-reciprocal tariff preferences by the QUAD countries</i>	JWPA&T	2005	96%	86%	Dairy policy reforms introduced using papers as background material. (Argentina) Important background papers, particularly the one on dairy policy reform, for <i>Brazil's</i> participation in WTO negotiations. <i>Medium to high</i> impact indicated by non-Member economies.
Global Forum on Agriculture: ➤ <i>Policy Coherence for Development</i> (and publication) ➤ <i>Constraints to Development of sub-Saharan Agriculture</i>	GFA	2005	100%	78%	
Analytical reports assessing progress in opening agricultural markets: ➤ <i>Impact of animal disease outbreaks and alternative control practices on agricultural markets and trade</i> ➤ <i>Agricultural Market Impacts of future growth in the production of biofuels</i>	APM	2006	96%	81%	Very important given our beef sector and used in discussions with our Brazilian colleagues. (Argentina) Particularly important for us are bio-fuels and this is something that we follow closely. (Brazil) <i>High</i> impact indicated by non-Member economies.
Analytical report on trade policy and global market developments: ➤ <i>OECD/FAO Agricultural Outlook</i> ➤ <i>AGLINK model</i> ➤ <i>Agricultural Market Access Database (AMAD)</i>	APM	2006	100%	96%	Most useful tool that we have from the OECD. AGLINK was used as a basis for the creation of our own national modelling unit and modifications were introduced to adapt it to <i>Argentina's</i> national situation. Used to support the build-up of our capacity and produce our own outlook publication and AGLINK based model. (Brazil) <i>High</i> impact indicated by non-Member economies.
Analytical report identifying policies to facilitate adjustments resulting from farm policy reform: <i>Agricultural Policy and Trade Reform: Potential Effects at Global, National and Household Levels</i>	JWPA&T	2006	93%	82%	Used as a background paper for the development of <i>Brazil's</i> agriculture and trade policies. <i>High</i> impact indicated by non-Member economies.
Conference on improving environmental policy analysis capacity: ➤ <i>Evaluating agri-environmental Policies Workshop and Proceedings</i> ➤ <i>Stylised Agri-environmental Policy impact Model (SAPIM)</i>	JWPA&E	2005	92%	88%	

Title	Main contributors	Year	Medium to Very High level of awareness	Medium to Very High level of (Potential) Impact	Observations
Analytical reports, indicator report and forum on assessing agri-environmental performance: <ul style="list-style-type: none"> ➤ <i>Understanding the linkages between agriculture, trade and the environment: Synthesis Report of The Case Studies on the Pig, Dairy and Arable Crop Sectors</i> ➤ <i>Inventory of Policy Measures addressing Environmental Issues in Agriculture (development and expansion)</i> ➤ <i>OECD Expert meeting on Farm management indicators and the Environment (New Zealand) and proceedings</i> 	JWPA&E	2005	92%	73%	
Conference on environmental policies and market-based options: <ul style="list-style-type: none"> ➤ <i>Best practices for effective agricultural water use and flood management</i> ➤ <i>Workshop on Agriculture and Water: Sustainability, Markets and Policies. Workshop and Proceedings</i> ➤ <i>Workshop on Evaluating the degree of Jointness, Policy Implications</i> 	JWPA&E	2005	88%	76%	Non-response rate of 45%
Analytical Report, good practice report and forum identifying environmental based market options: <i>Coherence of Agricultural and Rural Development policies</i> . Workshop Proceedings	JWPA&E	2006	92%	75%	

Source: PIR and interviews

Table 13 Synthesis of Awareness, Use and Impact Assessment Results

Output Result	Main Contributors	Year	(% Members responding)		
			Medium to Very High level of awareness	Medium to Very High level of use	Medium to Very High (potential) impacts on policy development*
Agricultural Policies in OECD Countries: Monitoring and Evaluation and Reviews of non-Member economies	COAG/ APM	2006	100%	NA	100%
		2005	100%	NA	100%
		2002-04	92%	80%	(56%) 68%
Analytical reports clarifying the impacts of alternative policies on agricultural markets and trade policy and global market developments (Agricultural Outlook, AGLINK, AMAD)	APM	2006	100%	NA	96%
		2005	97%	NA	93%
		2002-04	88%	79%	(63%) 75%
Analytical reports and conference on improving the links between policy goals and instruments	APM	2006	100%	NA	89%
		2005	96%	NA	79%
Conference on improving environmental policy analysis capacity	JWPA&E	2005	92%	NA	88%
Analytical reports on developments in the food economy	APM/ Ad Hoc Group on Food Safety	2006	100%	NA	86%
		2005	100%	NA	74%
		2003	76%	63%	(37%) 47%
Analytical reports assessing progress in trade liberalisation	JWPA&T	2005	96%	NA	86%
Analytical report identifying policies to facilitate adjustments resulting from farm policy reform	JWPA&T	2006	93%	NA	82%
Analytical reports assessing progress in opening agricultural markets	APM	2006	96%	NA	81%
Analytical Report, good practice report, conference and forum on environmental policies and market-based options	JWPA&E	2006	92%	NA	75%
		2005	88%	NA	76%
Publications and papers on agricultural policies, including with regard to multifunctionality, farm household income and reform	COAG/ APM	2003	88%	79%	(50%) 75%
Analytical reports, indicator report and forum on assessing agri-environmental performance	JWPA&E	2005	92%	NA	73%
Analytical report on overcoming constraints to policy reform	APM	2006	96%	NA	70%
OECD Country Agricultural Policy Reviews (2002 US Farm Bill and 2003 CAP Reform)	APM	2002-03	83%	76%	(45%) 67%
Products in the area of agri-environmental policies	JWPA&E	2002-05	83%	64%	(45%) 64%
Publications and papers relating to WTO Negotiating Issues	JWPA&T	2002	87%	82%	(36%) 64%
Analytical and issues papers on agricultural policies, including evolution of support and decoupling	APM	2002-05	83%	70%	(26%) 61%
Publications and papers on Non-Tariff measures affecting agricultural trade	JWPA&T	2002-03	68%	67%	(29%) 52%

* Figures in brackets are the percentage of Members where the policy impact of an Output result has been at least medium. The second figure has been adjusted to combine the percentage of EU Member States indicating at least a medium level of *use* and the percentage of non-EU OECD Member countries indicating at least a medium level of *impact*.

143. The impact of the Global Forum on Agriculture is assessed primarily on the basis of the evaluation of the effectiveness of OECD Global Forums conducted under the auspices of the Centre for

Co-Operation with non-Members⁴⁸ as well as PIR results and interviews with non-Members economies and other stakeholders. The Committee itself does not undertake formal evaluations of these events.

144. The evaluation of OECD Global Forums focuses on sessions co-financed by the World Bank between 2002 and 2006 and includes four GFAs that occurred over this period. The overarching objective of these events is to *give rise to a dialogue between OECD Members and non-Member economies on agricultural policies and agricultural trade reform*. Given that there is a good level of participation from both OECD Members and non-Member economies, the conditions are in place for this objective to be achieved. Against this backdrop, PIR and interview data indicate that these events have a widespread impact on Members and non-Members alike.

4.2 *Analysis of effectiveness in the longer term*

145. Members' policymakers were asked to make an assessment of the longer term and more cumulative contribution of the work of the Committee for Agriculture to lasting policy development in the field of agriculture policy.

146. In seven out of ten cases, Members' policymakers estimated that the work of the Committee has been making a non-negligible contribution to long-lasting policy changes in this field, either directly at national level (when policy space allows in the case of EU member states) or indirectly via EU-level policy decisions in the case of EU member states.

48. CCNM(2007)4.

ANNEX II

METHODOLOGY

1. Approach and implementation

147. This In-depth Evaluation was conducted between December 2007 and April 2008. The focus of the exercise is on the Output Results for which the Committee, its sub-committees and joint bodies are accountable, as well as the policy use and impacts resulting from them. It covers the period as of 2002 to 2007. The following documents present the basic methodological framework used to guide the exercise:⁴⁹

- *Implementing In-depth Evaluation of OECD Committees* [C/ESG(2005)1];
- *In-depth Evaluation of OECD Committees. Terms of Reference* [CEV(2008)1].

148. The following data collection tools and sources of data were mobilised in the course of the evaluation:

- **a questionnaire survey** addressed to relevant policymakers in Member-country governments and the European Commission. The questionnaire was sent to the Permanent Delegations which were requested to forward them to the relevant ministries, agencies, etc. Data collected through the questionnaire survey reflect informed opinions of policymakers in Capitals. Policymakers from 25 Members responded to the survey of national policymakers, a participation rate of 80.6%. When weighted by Members' contributions these returns represent a participation rate of 89.0%;
- **interviews** with delegates, OECD officials and representatives of other stakeholders (36 in total). Members of the Committee bureau and chairs of its sub-committees and joint bodies were systematically interviewed. Other delegates were invited at random to participate in an interview. Interviewees from among OECD officials were selected on the basis of recommendations from management. Data collected in interviews consist both of highly informed opinions and factual descriptions;
- **review of existing data and documentation** (i.e. secondary data), in particular
 - mandates;
 - summary reports of meetings;
 - other key documents relating to the body's Work Programme
 - Programme of Work and Budget (PWB) 2005-2006;
 - Mid-term Prioritisation Exercise 2003 (MTP);⁵⁰
 - Medium term Orientations Exercises (MTO) 2005 and 2007;
 - *Body Profile of the OECD* and *Portrait of the OECD* (2003).⁵¹

49. As modified by C(2006)98 & C/M(2006)12, C(2006)124/REV1 & C/M(2006)16, and C(2008)9 & C/M(2008)4.

50. Exercise on Core Work and Medium-term Priorities [C(2003)202].

149. The analysis of data took three forms:

- data generated by the survey questionnaire were mainly quantitative in nature and were the object of a basic statistical analysis;
- data generated by the interviews were analysed to look for explanations of various phenomena primarily related to the functioning of the body and concrete examples of the influence of Output Results on policymaking for Members. The results of these analyses are presented in this report in such a way as to highlight the salient tendencies that emerge from interviews, or conversely, to highlight where there is a strong polarisation of viewpoints. Interview data are not attributed to individual interviewees, thus respecting their right to confidentiality. Where relevant, interview data are attributed to categories of interviewees (i.e. delegates, OECD officials, policymakers, other stakeholders);
- the results of the above analyses along with secondary data are analysed qualitatively with respect to the evaluation criteria and questions using a pattern matching approach.

2. Evaluation criteria and ratings

150. Committee performance is assessed by the Evaluation Committee and presented in a standardised form of qualitative rating of in respect to the evaluation criteria using the following scale: very low, low, medium, high, or very high.

151. The evaluation criteria correspond with those widely used by evaluation practitioners and are adapted to the specific situation of evaluating OECD committees. Their definition and how ratings are made are described below.

2.1 *Relevance*

152. The evaluation criterion of relevance is defined *as whether a committee is addressing Member governments' and the European Commission's policy needs and is likely to continue to do so in the medium term.*

153. The assessment of relevance draws on three major components:

- the results of the MTO/MTP exercises provide a picture of the relevance of a particular policy area (defined as a PWB Output Area) for which a committee is wholly or partially responsible;
- the degree of capital-based delegate participation (i.e. the proportion of capitals represented by home-based rather than delegation-based delegates) and the interest of a wider range of stakeholders provide broad picture of the relevance of the work being done in a committee;
- the extent to which the explicitly stated policy objectives (within the PWB and/or mandate) of a committee correspond, and will continue to correspond in the medium term, with the needs of policymakers in Member countries.

154. Concerning the first two elements, which are part of a broad assessment of the overall relevance of a committee's work, the MTO/MTP exercise has the highest weight. The assessment of the relevance of committee objectives is given the same weight of the first two elements combined.

51. These documents were prepared as background reports to Maximising the Impact of the OECD [SG(2003)1] and draw on factual information as well as estimates and qualitative judgments of OECD officials.

155. As a result, when most of the objectives of a committee are not addressing important issues for Members' policymakers, it will initially receive a low rating which would be modulated by the MTO/MTP results, the degree of capital based participation. The interest of wider stakeholders may also be taken into account, as necessary. Similarly, when most objectives are aligned with policy issues of high importance, the initial rating will be high, to be eventually modulated as above.

156. A second level of analysis of questionnaire data is undertaken, as necessary, which involves looking at the extent to which objectives are identified as corresponding with *rising* policy needs.

157. It should be noted that a low rating in respect to the criterion of relevance does not necessarily call into question the importance of a particular policy area to the OECD as an organisation (it is the MTO/MTP exercise that performs this function), but raises issues about what a committee's work in the policy area is aiming to achieve.

2.2 *Effectiveness*

158. The evaluation criterion of efficiency is defined *as whether a Committee is optimising the relation between its financial and human resource inputs and the quality of its Output Results, with a particular emphasis on its orientation and functioning as key factors.*

159. The assessment of efficiency draws on the following major components:

- an analysis of the extent to which a committee provides itself with sufficiently clear orientations and functions in a satisfactory manner. The major elements considered in this context are:
 - the contents of the mandate (i.e. as a minimum presenting a series of policy objectives and describing the means by which a committee intends to achieve them);
 - the prioritisation of projects (including the respect of resource constraints on implementing the resulting work programme);
 - co-ordination between a parent body and its substructure (ensuring optimal functioning of a committee as a whole);
 - a committee's working methods (and their consequences for the conducting of its work/implementation of its Work Programme);
 - interactions with other OECD committees (how well, to what effect, etc.);
 - interactions with organisations outside the OECD (how well, to what effect, etc.);
 - resources;
- an assessment of the quality of Output Results.

160. An Output Result is considered positively if two-thirds of Members replying to the survey score it as being of at least *high* quality. Where comments on the quality of Output Results are provided (primarily by other stakeholders) these give an illustration of the attributes of Output Results from a broader perspective.

161. To arrive at an overall assessment, the proportion of Output Results rated positively in quality terms is compared against the draw of the committee on the Part I budget, and problems/satisfactory practices related to its orientation or functioning are factored in to the analysis. By way of an example, for a committee with a moderate Part I budget allocation (e.g. situated in the 3rd quintile of Output Areas) to have a medium rating with respect to the criterion of efficiency, it would generally need to have around

50% of its Output Results rated as being of high quality, while at the same time not encountering any serious operational difficulties.

2.3 Effectiveness

162. The evaluation criteria of effectiveness relates to the extent to which a committee's work has had policy impacts and their long-lasting nature. It is defined as *whether Output Results are being widely used and if they are bringing about widespread policy development impacts [and if they are] contributing towards long-lasting changes in Member governments' and the European Commission's policy.*

163. The assessment draws mainly on data generated by the questionnaire survey and the PIR exercise and follows a logical chain of reasoning: for policy development impacts to occur, Output Results have to be used by policymakers, and for them to be used, policymakers must at the very least be aware that they exist.

164. A broad notion of policy development impacts is used as illustrated in questionnaires received by policymakers on the basis of a committee's own description of the type of policy impacts that it intends to bring about. A similar illustration of the sort of use that Output Results are likely to be put to is also provided in the questionnaire.

165. Data from questionnaires is processed and categorised as responses ranging from *very low* to *very high*. The benchmark for an Output Result to have a positive result is that it has at least a *medium* impact on policy development in one-half or more of Member countries.

166. Observations and examples of use provided by policymakers via the questionnaire and other stakeholders via interviews are provided alongside the quantitative results.

167. For the overall assessment of effectiveness, a committee which has around 50% of its Output Results corresponding with the abovementioned benchmark would be given a medium rating. This would be modulated on the basis of the extent to which its policy impacts are long lasting (the benchmark for this dimension is that one-half or more of responses state that long-lasting policy changes are underway and that the OECD's contribution to this dynamic is either *medium* or *high*). It may also be modulated on the basis of other factors, for example the degree of coherence between the Output Results being produced by a committee and its policy objectives.

168. When Output Results by their nature do not necessarily have a distinct impact, as in the case of statistics, they are assessed against the abovementioned benchmark on the basis of their use by policymakers.

169. In the case of policy fields where EU Member States policymaking role is shared to a great extent with the European Commission, assessments of these countries of the use of Output Results are used instead of their impacts.

3. Questionnaire and PIR Survey

3.1 Responses

170. Twenty-five questionnaires were completed and returned by Members' policymakers. The ministries, departments and agencies having contributed to the survey are listed in the table below.

Member	Responding Ministry, Department or Agency	
Australia	Agriculture, Fisheries and Forestry Australian Bureau of Agriculture and Resource Economics	Bilateral Trade Branch
Austria	Ministry of Agriculture, Forestry, Environment and Water Management	Division III/3
Belgium	Région Flamande Département de l'agriculture et de la pêche Région Wallonne Direction Générale de l'Agriculture	Division de la Politique de l'Agriculture et de la Pêche Direction de la Politique agricole européenne et internationale Ambassade de Belgique – Délégation Wallonie-Bruxelles
Canada	Agriculture and Agri-Food Canada	
Denmark	Ministry of Food, Agriculture and Fisheries	
European Commission	Directorate General for Agriculture & Rural Development	
Finland	Ministry of Agriculture and Forestry Ministry of Foreign Affairs	Ambassade de Finlande à Paris
France	Ministère de l'agriculture et de la pêche DGPEI / SRI / SDAE / BREUE	
Germany	Federal Ministry of Food, Agriculture and Consumer Protection	Division 613 – International Trade Policy Division P – Policy Planning Division 411 – Agricultural Policies and Market Division 226 – Environment Division 525 – Rural Development
Greece	Ministry for Rural Development and Agriculture	
Hungary	Ministry of Agriculture and Regional Development Agricultural Research Institute	
Ireland	Department of Agriculture, Fisheries and Food	
Italy	Ministry of agriculture, food and forestry policies	Department of community and international policies International Relationships Office and National FAO Committee
Japan	Ministry of Agriculture, Forestry and Fisheries Ministry of Foreign Affairs	International Economic Affairs Division Economic Affairs Bureau
Korea	Ministry of Agriculture and Forestry	
Netherlands	Ministry of Agriculture, Nature and Food Quality	
New Zealand	Ministry of Agriculture and Forestry	
Norway	Ministry of Agriculture	
Portugal	Agriculture, Rural Development and Fisheries Permanent Delegation	GPP/ European Affairs and International Relations GPP/ Environment and Land Use Planning
Slovak Rep.	Research Institute of Agricultural and Food Economics Ministry of Agriculture of the Slovak Republic	

Member	Responding Ministry, Department or Agency
Spain	Ministry for Agriculture, Fisheries and Food
Sweden	Ministry of Agriculture Swedish Board of Agriculture International Affairs Division
Switzerland	Federal Department of Economic Affairs FDEA International sustainable agriculture Section
Turkey	Agricultural Economics Research Institute
United States	FAS US Department of Agriculture Office of Chief Economist (OCE) ERS US Trade Representative

3.2 Processing

171. Questionnaire responses were subject to adjustments to ensure their coherence in accordance with the following model:

- the assessment of policymakers' *awareness* of an Output Result conditions the maximum level of its *use*, i.e. the level of use cannot exceed the level of awareness. 92.9% of Members' responses respected this condition. The remainder was adjusted to fit the model;
- the assessment of policymakers' *use* of an Output Result conditions the maximum level of its *policy impact*, i.e. the level of policy impact cannot exceed the level of use. 91.1% of Members' responses respected this condition. The remainder was adjusted to fit the model;
- examples of policy impacts should be consistent with the *assessment* of the level of policy impacts.

3.3 PIR data

172. PIR data covers the quality and (potential) impact of Output Results. It is also possible to distinguish between three possible motivations for non-responses in the case of specific Output Results:

- NA1: Unaware of the Output Result;
- NA2: Cannot Assess due to non-participation;
- NA3: Choose to make no response.

173. The calculation of the indicator for awareness was made in the following way:

- Number of responses / (number of responses + number of NA1 non-responses)

174. The calculation of the indicator for impact was made in the following way:

- Number of *Medium*, *High* and *Very High* responses / (number of responses + number of NA1 non-responses).

4. Persons interviewed

Delegates and policymakers: Rudiger ALTPETER (Delegate, European Commission); Cornelia BERNS (vice-Chair of the Joint WP on Agriculture and Trade, Germany); Gejza BLAAS (vice-Chair of the COAG, Slovak Republic); Pierre CHARLEBOIS (Chair of the Group on Cereals, Animal Feeds and

Sugar; and Group on Meat and Dairy Products, Canada); Arthur COFFING (Delegate, United States); Jan DYER (Delegate, Canada); Neil FRASER (Chair of GFA, New Zealand); Simon HARDING (Delegate, United Kingdom); Fran FREEMAN (Chair of the Joint Working Party on Agriculture and Trade, Australia); Gustavo IDIGORAS (Argentina Embassy to the European Commission); Vassiliki KARATHANASSI (Delegate, Greece); Dae Geun KIM (Vice-chair of the COAG, Korea); Yasuhiko KURASHIGE (Delegate, Japan); Grant KING (vice-Chair of the Joint WP on Agriculture and the Environment, New Zealand); Frode LYSSANDTRAE (vice-Chair of the Joint WP on Agriculture and the Environment, Norway); Gerrit MEESTER (Delegate, Netherlands); Antonioluiz MORAES (Observer, Brazil); Roland PITTAR (vice-Chair of the COAG, Australia); Ancel Van ROYEN (Chair of the Working Party on Agricultural Policies and Markets, Netherlands); Jorge RUEDA SOUSA (Delegate, Mexico); Françoise SIMON (Delegate, France); Katherine SMITH (Chair of the Joint Working Party on Agriculture and the Environment, United States); Veli-Pekka TALVELA (Delegate, Finland); Suzanne VINET (ex-Chair of the COAG, Canada); Gabriel YSEBAERT (Delegate, Belgium); Annalisa ZEZZA (vice-Chair of the Joint WP on Agriculture and the Environment, Italy).

OECD Officials: Ken ASH (Deputy Director, Trade and Agriculture Directorate); Loek BOONEKAMP (Head of Division, Agro-food Trade and Markets, TAD); Carmel CAHILL (Head of Division, Policies and Trade in Agriculture, TAD); Wilfred LEGG (Head of Division, Agricultural Policies and Environment, TAD); Liliane SHETTLE (Head of Central Management Unit, TAD); Stefan TANGERMAN (Director, Trade and Agriculture Directorate);

Other Stakeholders: Anabel GONZALEZ (Director, Agriculture and Commodities Division, WTO); David KING (Secretary-General of IFAP); Jeff MCNEELY (Chief Scientist, IUCN); Hanni ROSENBAUM (Senior Policy Manager, BIAC).

5. Documents reviewed

TAD/CA/M(2007)3	Summary Record of the 149 th Session of the Committee for Agriculture (28-30 November 2007)
TAD/CA/M(2007)2	Summary Record of the 148 th Session of the Committee for Agriculture (27 November 2007)
TAD/CA/M(2007)1	Summary Record of the 147 th of the Committee for Agriculture (29-30 May 2007)
AGR/CA/M(2006)2	Summary Record of the 146 th of the Committee for Agriculture (16-17 November 2006)
AGR/CA/M(2006)1	Summary Record of the 145 th of the Committee for Agriculture (17 (pm)-19 May 2006)
AGR/CA/M(2005)4	Draft Summary Record of the 144 th of the Committee for Agriculture (5-6 December 2005)
AGR/CA/M(2005)3	Draft Summary Record of the 143 rd of the Committee for Agriculture (2 December 2005)
AGR/CA/M(2005)2	Draft Summary Record of the 142 nd of the Committee for Agriculture (13 June 2005)
AGR/CA/M(2005)1	Draft Summary Record of the 141 st of the Committee for Agriculture (9-10 June 2005)
AGR/CA/M(2004)2	Draft Summary Record of the 140 th of the Committee for Agriculture (1-2 December 2004)
AGR/CA/M(2004)1/REV1	Draft Summary Record of the 139 th of the Committee for Agriculture (26-28 April 2004)
AGR/CA/M(2003)2	Memorandum of the 138 th Session of the Committee for Agriculture (8-9 December 2003)
AGR/CA/M(2003)1	Memorandum of the 137 th Session of the Committee for Agriculture (21-22 May 2003)
AGR/CA/M(2002)2	Memorandum of the 136 th Session of the Committee for Agriculture (21-22 November 2002)
AGR/CA/M(2002)1	Committee for Agriculture - Memorandum of the 135 th Session (22-24 April 2002)
TAD/TC/CA/WP/M(2007)2	Joint Working Party on Agriculture and Trade – Draft Summary Record – 58 th Session
TAD/TC/CA/WP/M(2007)1	Joint Working Party on Agriculture and Trade – Draft Summary Record – Fifty Seventh Session (57 th Session)
COM/AGR/TD/WP/M(2006)34	Joint Working Party on Agriculture and Trade – Summary Record – Fiftysixth Session (56 th Session)

COM/AGR/TD/WP/M(2005)81	Joint Working Party on Agriculture and Trade – Draft Summary Record of the Joint Working Party on Agriculture and Trade - 55 th Session
COM/AGR/TD/WP/M(2005)19	Joint Working Party on Agriculture and Trade – Draft Summary Record of the 54 th Session of the Joint Working Party on Agriculture and Trade
COM/AGR/TD/WP/M(2004)104	Joint Working Party on Agriculture and Trade – Summary Record – 53 rd Session
COM/AGR/TD/WP/M(2004)41/REV1	Joint Working Party on Agriculture and Trade – Summary Record – 52 nd Session
COM/AGR/TD/WP/M(2003)128	Joint Working Party on Agriculture and Trade – Draft Summary Record – Fifty First Session
COM/AGR/TD/WP/M(2003)39	Joint Working Party on Agriculture and Trade – Draft Summary Record – 50 th Session
COM/AGR/TD/WP/M(2002)120	Joint Working Party on Agriculture and Trade – Draft Summary Record – Forty Ninth Session
COM/AGR/TD/WP/M(2002)66	Joint Working Party on Agriculture and Trade – Draft Summary Record – Forty-eighth Session
COM/AGR/TD/WP/M(2002)45	Joint Working Party on Agriculture and Trade – Draft Summary Record – Forty-seventh Session

COM/TAD/CA/ENV/EPOC/M(2007)28	Joint Working Party on Trade and Environment – Draft Summary record of the Twenty-fourth Session (2-4 July 2007)
COM/ENV/TD/M(2006)43	Joint Working Party on Trade and Environment – Summary Record (15-16 June 2006)
COM/ENV/TD/M(2006)5	Joint Working Party on Trade and Environment – Summary Record (30 November-1 December 2005)
COM/ENV/TD/M(2005)80	Joint Working Party on Trade and Environment – Summary Record (7-8 June 2005)
COM/ENV/TD/M(2004)76	Joint Working Party on Trade and Environment – Summary Record (1-3 December 2004)
COM/ENV/TD/M(2004)39	Joint Working Party on Trade and Environment – Summary Record (3-4 June 2004)
COM/ENV/TD/M(2003)134	Joint Working Party on Trade and Environment – Summary Record (20-21 November 2003)
COM/ENV/TD/M(2003)44	Joint Working Party on Trade and Environment – Summary Record (2-4 June 2003)
COM/ENV/TD/M(2003)9	Joint Working Party on Trade and Environment – Summary Record (4-5 December 2002)
COM/ENV/TD/M(2002)63	Joint Working Party on Trade and Environment – Summary Record (1-2 July 2002)

TAD/CA/APM/WP/M(2007)2	Working Party on Agricultural Policies and Markets – Draft Summary Record, 43 rd Session (31 st May-1 st June 2007)
TAD/CA/APM/WP/M(2007)1	Working Party on Agricultural Policies and Markets – Draft Summary Record, 42 nd Session (9-11 May 2007)
AGR/CA/APM/M(2006)2	Working Party on Agricultural Policies and Markets – Draft Summary Record, 41 st Session (23-25 October 2006)
AGR/CA/APM/M(2006)1	Working Party on Agricultural Policies and Markets – Draft Summary Record, 40 th Session (2-4 (a.m) May 2006)
AGR/CA/APM/M(2005)2	Draft Summary Record of the 39 th Session of the Working Party on Agricultural Policies and Markets (3-4 November 2005)
AGR/CA/APM/M(2005)1	Working Party on Agricultural Policies and Markets – Draft Summary Record, 38 th Session (25-28 April 2005)
AGR/CA/APM/M(2004)2	Working Party on Agricultural Policies and Markets – Summary Record, 37 th Session (19-20 October 2004)
AGR/CA/APM/M(2004)1/REV1	Working Party on Agricultural Policies and Markets – Summary Record, Thirty Sixth Session (17-19 May 2004)
AGR/CA/APM/M(2003)2/REV1	Working Party on Agricultural Policies and Markets – Draft Summary Record, Thirty-fifth Session (12-14 November 2003)
AGR/CA/APM/M(2003)1	Working Party on Agricultural Policies and Markets – Draft Summary Record, Thirty Forth Session (31 March-2 April 2003)
AGR/CA/APM/M(2002)3	Working Party on Agricultural Policies and Markets – Draft Summary Record, Thirty Third Session (3-4 October 2002)
AGR/CA/APM/M(2002)2	Working Party on Agricultural Policies and Markets – Draft Summary Record, Thirty Second

	Session (21-23 May 2002)
AGR/CA/APM/M(2002)1	Working Party on Agricultural Policies and Markets – Draft Summary Record, Thirty First Session (18-19 March 2002)
www.oecd.org/agr/ministerial	Ministerial Communiqués related to agricultural policies
CE(99)4	Report of the Task Force Mandated to Evaluate the Agriculture Committee and its Subsidiary Bodies
CE(99)5/REV1	Report to Council on the Evaluation of the Agriculture, Trade and Development Assistance Committees
AGR/CA(2002)2	Draft Programme of Work and Budget of the Committee for Agriculture 2003-2004
AGR/CA(2002)6	Approach to Communications with Governments, the General Public and Civil Society Organisations on the Work of the Committee for Agriculture
AGR/CA(2003)18	Document Classification, Publication and Communication
AGR/CA(2004)1/REV1	Revised Draft Programme of Work and Budget 2005-06
AGR/CA(2004)10/REV2	Proposal for Establishing a Multi-year Agricultural Outreach Initiative
PAC/COM/NEWS(2005)23	High Level Meeting of the OECD Committee for Agriculture, 14-15 June 2005, Chair Franz Fischler's Summary
AGR/CA(2005)18/REV1	Orientation of the 2007-08 Programme of Work and Budget (PWB) of the Committee for Agriculture
AGR/CA(2005)11/FINAL	A Pro-active Outreach Strategy for the Committee for Agriculture
AGR/CA(2006)2/REV1	Revised Draft Programme of Work and Budget (PWB) 2007-2008 of the Committee for Agriculture
AGR/CA(2006)18	Approach to External Relations
COM/AGR/CA/ENV/EPOC(2006)26	Mid-term Review of the JWP on Agriculture and the Environment
COM/AGRTTD/WP(2006)55/REV1	Review of the Mandate of the Joint Working Party on Agriculture and Trade
TAD/CA(2007)6	Strengthening the Policy Dialogue in the Committee for Agriculture
TAD/CA/APM/WP(2007)1	Review of the Mandate of the WPM
TAD/CA(2007)26	Renewal of the Mandate of the Committee for Agriculture (2009-2013)
TAD/CA(2007)27	Draft Mandate for the Joint Working Party on Agriculture and Trade (2009-2013)
TAD/CA(2008)1	Report of the Independent Panel to Review the OECD Committee for Agriculture

ANNEX III

IN-DEPTH EVALUATION: INSTITUTIONAL FRAMEWORK

Subject	Statements	Reference and Decision	
General principles	“the evaluation mechanism would be owned by Council with the involvement of officials in capitals, committee secretariats and permanent delegations. Views would also be solicited from important external stakeholders.”	C(2004)91 C(2004)190 CORR1	& C/M(2004)10 C/M(2005)4
	“...to provide a mechanism through which Council can assess whether Committees are conducting processes, delivering outputs and achieving impacts that are in line with Members policy expectations and priorities and with the comparative advantage of the OECD.”		
Focus	“Evaluating committee mandates, therefore, involves evaluating, the achievement, and continued relevance, of the longer-term expected outcomes of a Committee, as well as the effectiveness of the associated outputs and work practices required to achieve them.”	C(2004)190 CORR1	& C/M(2005)4
	“...evaluation criteria [relevance, efficiency, effectiveness and sustainability] act as a means to ensure that an evaluation exercise focuses on issues that are evaluative in nature, as opposed to issues that are examined within the framework of audits and reviews of various kinds or which are more questions for research-type activities.”	C/ESG(2005)1	C/M(2005)20
Set up	“...a sub-group of the Council, comprising five of its members proposed by the Chair of the Executive Committee and designated by Council” “...the in-depth evaluation mechanism will be coordinated by the Council Secretariat.”	C(2004)190 CORR1	& C/M(2005)4
	“...rename the Evaluation Sub-Group ‘Evaluation Committee’”		C/M(2007)17
	Expansion of the Evaluation Committee to seven members “...it being understood that the number of Committee members will return to five at the first opportunity.”		C/M(2008)2
Programming	“Two evaluations per year could be undertaken. [...] This would mean that at such a pace, all Committees would be evaluated according to a twelve-year cycle.”	C(2004)190 CORR1	& C/M(2005)4
	“...three committees to be evaluated by the end of February 2006 [and] three [...] committees/subsidiary bodies to be evaluated from March to December 2006.”	C(2005)63, ADD1 & CORR1	C/M(2005)12 & C/M(2005)14
	“Under current staffing arrangements, it will be possible to evaluate the quasi-totality of Level I Part I Committees by the end of 2010, though not all committees would be evaluated within the timeframe of their current mandates”. “In line with the PWB cycle, it is proposed that a two-year In-depth Evaluation programme be drawn up for the 2007-08 Biennium.” “...nine Level I committees/bodies will be evaluated in 2007-08 in waves of three [including] evaluations of [their] Part II programmes”	C(2006)124/REV1	C/M(2006)16
Process	“...a sub-group of the Council [will] agree the terms of reference and methodology for evaluation; review the evaluations themselves and present the Evaluation Report to Council; and monitor the follow-up of eventual recommendations arising from the evaluations.”	C(2004)190 CORR1	& C/M(2005)4
	“...in-depth evaluations conducted by the Evaluation Sub-group would follow the steps described in “Section VI, How In-depth Evaluations would be conducted” of document C(2004)190 as amended by this decision.” – “6) Evaluation Sub-group sets Terms of Reference and Methodology. [The Council Secretariat] organises the first meeting of the Evaluation sub-group with the relevant DSG, Level I Committee.”	C(2004)190 CORR1	& C/M(2005)4

Subject	Statements	Reference and Decision	
	<ul style="list-style-type: none"> – “7) [The Council Secretariat] coordinates inputs into surveys and questionnaires to capitals with the involvement/advice from permanent delegations.” – “8) Analysis and Interpretation of Evaluation Findings by Evaluation Sub-group, assisted by [the Council Secretariat]. Discussion on the evaluation findings by Evaluation Sub-group with involvement by Level I Committee Chairs, Cluster Managers and Directors.” 		
	<p>The Evaluation Coordinator :</p> <ul style="list-style-type: none"> – Elaborates a draft ToR for individual evaluations – Implements data collection and analysis, and presents the results to the ESG – Interprets analyses, establishes findings, draws conclusions, and presents them to the ESG – Prepares draft recommendations for the ESG – Draws up the evaluation report and presents it to the ESG 		
	<p>The Evaluation Sub-group:</p> <ul style="list-style-type: none"> – Validates the draft ToR with the agreement of the relevant DSG, Level I Committee and Director – Monitors the implementation and results of the collection and analysis of data – Challenges or reaffirms interpretations and conclusions – Develops and finalises the recommendations – Validates the evaluation report with the involvement of the relevant DSG, Level I Committee and Director – Presents the “draft” evaluation report to the Council – Monitors of the follow-up of eventual recommendations arising from the evaluations 	C/ESG(2005)1	C/M(2005)20
	<p>“...the ESG has a role of oversight over the evaluation process and deliverables, while the Evaluation Coordinator is responsible for the day-to-day implementation of the methodology and the reporting of results to the ESG.”</p> <p>“...the meetings to discuss and validate the draft final reports were opened up to all relevant chairs (parent and sub-bodies) and the members of the bureau of parent bodies.”</p> <p>“...a broader participation in the evaluation process tested in the first round of evaluations could be usefully continued into the next round and be expanded so that a wider range of stakeholders have the possibility to validate the Terms of Reference at the outset of an evaluation and to examine its intermediate and final results.”</p> <p>“[The] first phase of monitoring would take place during the six months following the evaluation and as such would be focused primarily on the preparation of appropriate ameliorative actions. The process would be repeated in the course of the following six months to monitor the extent to which appropriate concrete actions have been implemented.”</p>	C(2006)98	C/M(2006)12
	<p>“...on the basis of analyses and conclusions, the performance of a committee would be explicitly ranked, for each of the evaluation criteria, as either very low, low, medium, high, or very high.”</p> <p>“the presentation and discussion of evaluation reports within the Committee would be clearly structured in three steps to ensure the clarity of the process:</p> <ul style="list-style-type: none"> – first, the Executive Committee would be requested to discuss the substantive contribution of an evaluation (primarily the conclusions); – second, it would review the operational recommendations; – third, an examination of a more political nature, with an emphasis on committee structures and their possible evolution would take place.” 	C(2006)124/REV1	C/M(2006)16

Subject	Statements	Reference and Decision	
	<p>“...in-depth monitoring [of the implementation of recommendations] will take place after one year for all committees following their evaluation report, while committees with low rating will be required to present to the Evaluation Committee an action plan in six months</p> <p>“... dialogues [with Committee Chairs in Council] should ideally be programmed around six months after the previous monitoring phase. A set of guidelines would be developed to help Chairs structure this part of the discussion around the four evaluation criteria of relevance, efficiency, effectiveness and sustainability. Whenever possible, these Dialogues would be scheduled to take place within a dedicated Council session in the presence of the relevant Deputy Secretary-General, in his or her role as cluster manager, and the responsible director.”</p>	C(2008)9	C/M(2008)4
Linkages with PIR and self-evaluation	“In-depth evaluation should build on the results of the annual evaluation of Programme Implementation Reports.”	C(2004)91	C/M(2004)10
	“... Committees will continuously self-evaluate, and will improve and adjust their working practices, outputs and expected outcomes in order to improve their structures and effectiveness to ensure their on-going relevance in fulfilling their mandates and achieving the planned priorities and expected impacts.”	C(2004)190 CORR1	& C/M(2005)4
	<p>“In-depth Evaluation of Level I Committees is designed to add both depth and breadth to the data generated by the PIR on the production of Output Results by committees, by providing more detailed and/or additional information from a wider range of stakeholders’ viewpoints on:</p> <ul style="list-style-type: none"> – what Impacts occur, how they occur, or conversely why they do not; – quality and visibility of Output Results; – orientation and functioning of committees.” 	C/ESG(2005)1	
	“The PIR looks at expected impact and actual impact in the short-term. The In-depth Evaluation process looks at actual impact over the longer-term. Committees are encouraged to start collecting information reflecting the achievement of Expected Outcomes in terms of the level of impact on a more systematic basis than at present to ‘fill the gap’ that exists between these two tools. The guidance on this should ensure that it is consistent with the PIR and complement the contribution that the PIR makes to In-depth Evaluation and improved committee performance.”	C(2006)79	C/M(2006)9
	“...evaluation questionnaires destined for national and European level policymakers are now being systematically channelled through the PIR co-ordinator in Permanent Delegates to help improve the consistency of PIR and evaluation data on the quality and impact of Output Results by ensuring that the same respondents participate in both exercises.”	C(2008)9	C/M(2008)4