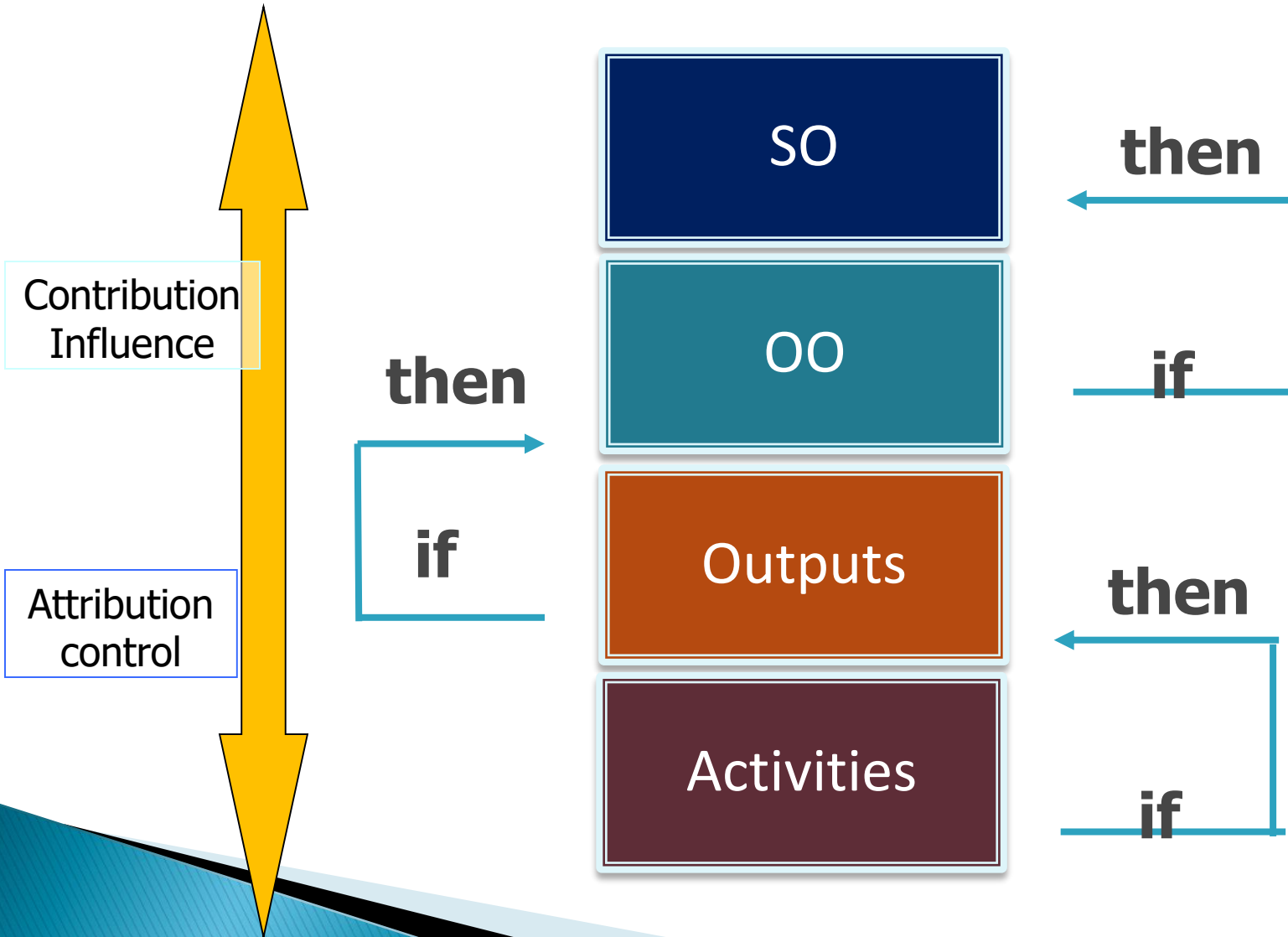


Overview of FAO Strategic Framework

Prepared by Herve Ouedraogo, M&E Officer (RAF)

Adapted and presented by Valere Nzeyimana, Land and Water Officer (FAO SFC)

Results chain –Key Definitions and Concepts



Results chain – Review of Key Definitions and Concepts

Inputs/ Activities

Inputs:
financial,
human,
material
resources used

Activities:
Actions taken
through which
inputs are
mobilized to
produce
outputs (i.e.
modalities of
intervention)

Outputs

*Products of FAO
activities*
(processes,
tangible products
and services). Set
of **deliverables** that
result from FAO's
intervention. FAO
produces and is
directly
accountable.
Reflect direct
contributions to
Organizational
Outcomes.

Organizational Outcome

Short-term effect (~4
years). Change
produced from the
use of FAO outputs,
among others.
Describe *changes in
the country, regional
or global enabling
environment and in
capacities* available to
achieve a specific
Strategic Objective.
Reflect the main
programmatic areas of
work of FAO

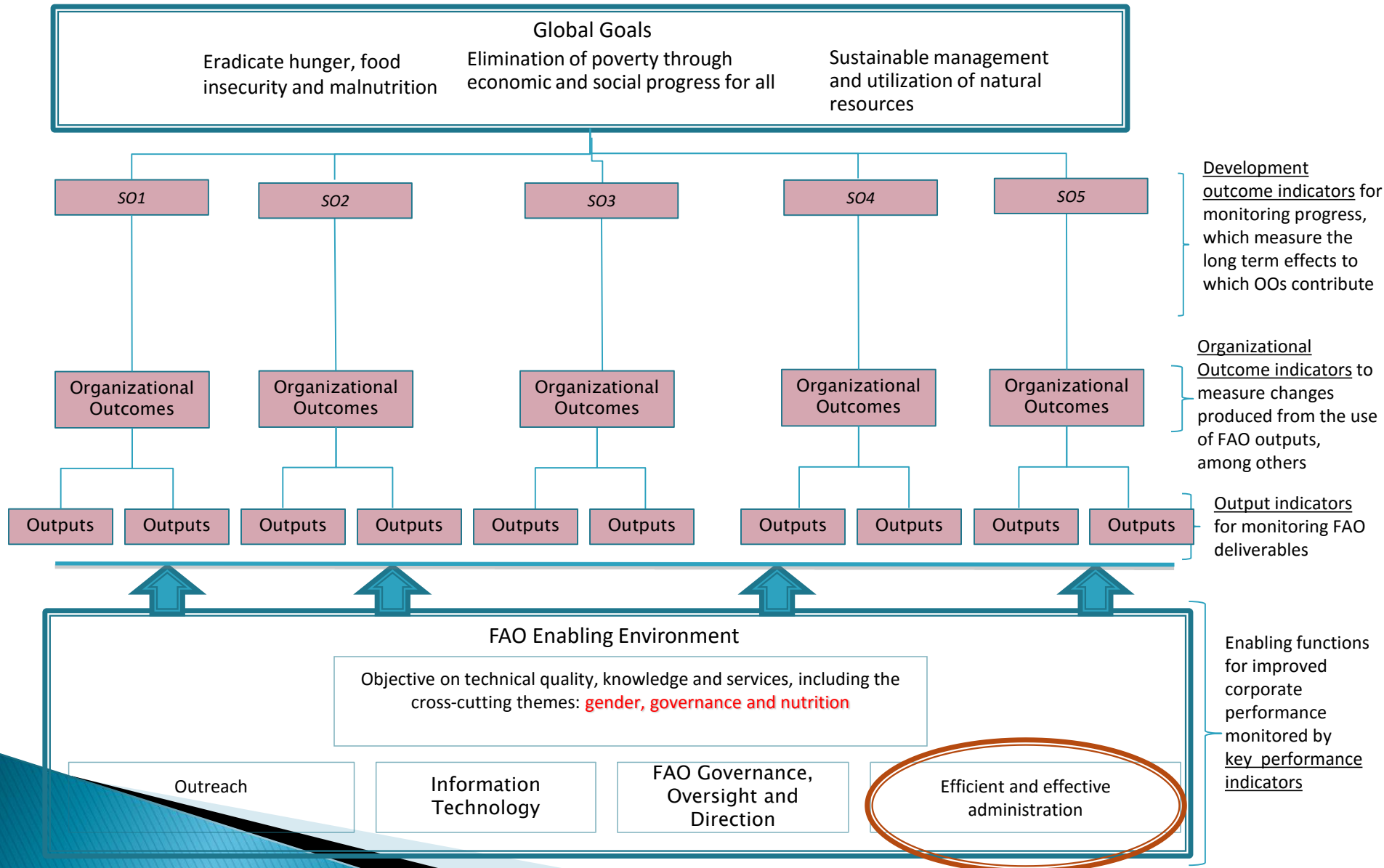
Strategic Objective

*Long-term (~10
YR) development
results* that the
international
community,
countries and
FAO have agreed
to tackle and
that contribute
to the
achievement of
FAO's Global
Goals.

“How” and “What”
interventions will take place

Actual Changes that are expected to take
place

FAO's results chain model



Strategic Objective Level Indicators

- Provide a 'line of sight' to FAO's work
- Use existing/emerging global indicators. SO5 SO indicators:
 - *Exposure to risk*
 - *Dependence on food-aid*
 - *Ecosystem health*
 - *Malnutrition (Global Acute Malnutrition Index)*
- Will be corporately monitored annually by ESS using international data sources

Outcome Level Indicators

- Reflect changes in **country-level/global enabling environment** needed to achieve the Strategic Objectives
- Measure extent to which countries have made the **necessary reforms** and established the **required capacities** to achieve the strategic objectives, in the areas where FAO contributes
- Will be measured through a **corporate assessment** using:
 - Secondary data (web-based research plus a review of policy documents and information gathered at country level)
 - Primary data (a country level survey through a structured questionnaire)
- **Baseline** assessment conducted in Feb–March 2014 in sample of countries
- Follow up assessments planned for early 2016 and 2018

Output Level Indicators

- Output level indicators measure **level of uptake** of processes, products and services delivered by the organization.
- Represent the results for which **FAO is directly accountable**
- **Are measured annually**
 - **At global level (By SO):** progress in terms of “number of countries that improved [...]” and “number of [...] that improved”. It will be assessed against global targets.
 - **At country level: (For all SO):** progress is measured in terms of moving from one score to a higher one

Monitoring framework

Outputs

- ✓ FAO's direct contribution through products and services
- ✓ FAO fully accountable
- ✓ Indicators and targets measured **annually**

Outcomes

- ✓ Changes at country, regional or global level
- ✓ FAO contributes through Outputs, with partners
- ✓ Indicators and targets measured **biennially**

Objectives

- ✓ Development impacts at global level
- ✓ FAO contributes, collective accountability with Members
- ✓ Indicators to track progress, monitored by FAO

Overview of Corporate Monitoring

Corporate Monitoring System	Monthly	Quarterly	Bi-annually	Annually
Management Level and flow of information	A. Country-level and other commitments to act	B. Resource Mobilization and Budgetary Performance	C. Delivery of Products/Services/Activities	D. Achievement of Results (Output targets)
1. FAO Offices: - Country and Liaison - Subregional - Regional - Headquarters	<ul style="list-style-type: none"> • <u>Standardized monthly monitoring report by FAOR to ODG.</u> • Standardized quarterly monitoring report by Liaison Office to ODG 	<ul style="list-style-type: none"> • Resource mobilization by Region, source, etc. • RB and EB spend by Objective, Unit, Country • TCP approvals and spend 	<ul style="list-style-type: none"> • SO activity tracking • Project operational effectiveness • CPF implementation 	<ul style="list-style-type: none"> • Measurement of Output indicators at country, regional or global levels
2. Delivery Mechanism Managers - CPF - Regional Initiative - Main area of work - Corporate technical activity	Standardized quarterly monitoring report by Regional Initiative Coordinators to ODG	Summary of performance information for each delivery mechanism Review and action by delivery manager	Summary for performance information each delivery mechanism Review and action by delivery manager	Aggregation and review of indicator measures by delivery managers
3. Senior Managers - SO Coordinator - Regional Representative - Head of HQ Department/Office	Standardized quarterly monitoring report by ADG/RR and SOC to ODG.	Summary for performance information for each SO, Region, Department/Office Review and action by senior manager	Summary for performance information for each SO, Region, Department/Office Review and action by senior manager	Preparation of annual report by OSP Identification of corporate issues Review by CPMB
4. Corporate Programmes Monitoring Board (CPMB)		Summary of performance information for each SO, delivery mechanism, region Identification and resolution of corporate issues Review by CPMB	Summary of performance information for each SO, delivery mechanism, region Identification and resolution of corporate issues Review by CPMB	Preparation of annual report by OSP Identification of corporate issues Review by CPMB
5. ODG	Reports to and review by ODG			Reports to and review by ODG
Governing Bodies		Six-month report to FC:		Annual report to PC/FC:

Planning

- ✓ PIRES for (HQ, Regional Offices, Subregional Offices and Technical Officers)
- ✓ CPFs at country level (including projects/programmes)

Monitoring and reporting

- ✓ FPMIS (projects oriented including TCPs)
- ✓ PIRES

PIRES: Programme Planning, Implementation Reporting and Evaluation Support System

FPMIS: Field Programme Management Information System

Integration between programming and monitoring

First level of integration of budgetary and financial information between regular programme and voluntary contributions

- **PIRES** HQ, Regional Offices, Subregional Offices
- **FPMIS**: All Programmes/Projects have been linked to an Strategic Objective, Organizational Output, Outcome, Product/Services, and Activities to which they are contributing. This includes
- The **corporate indicators** as used as reference for Monitoring Projects at all levels.

Corporate monitoring and reporting process

- Reporting based on evidence
- Corporate Output indicators have annual targets and a documented measurement methodology
- Greater focus on country results (all 34 corporate outcomes indicators and 43 out of the 51 outputs indicators)
- Results have been:
 - ✓ collected at country, regional and global level
 - ✓ reviewed, validated and aggregated by SOC
- All FAO Country Offices have reported on corporate outputs (basis for the MTR 2014)

What is new ?

- ▶ One traffic light rating used for assessing progress as actual values against targets:
 - ✓ Good progress ($\geq 75\%$)
 - ✓ Moderate progress (50–75%)
 - ✓ Off-track ($< 50\%$)
- ▶ Monitoring and reporting support: regional support, help desk and HQ support
- ▶ CPMB reviewed results, good practices, areas for reflection.
- ▶ Lessons learned being applied to 2015 monitoring and 2016-17 planning process

CPMB: Corporate Programme Monitoring Board

- Integrate new CPF generation in SF and CPF Guidelines updated and simplified
- Country offices to identify in May-June 2015 expected results for PWB 2016-17
- Refinement of RIs for 2016-17
- Capacity development assessment to improve delivery



- Guidelines issued and support set up by end April 2015
- Capacity development assessment by first week of May 2015

- 2014-15 Programme Implementation Reporting process – including Corporate Assessments at country level

- Results from CBA (sample countries)
- Country profiles prepared and uploaded to results dashboard
- End of biennium assessment: Outcome and Output level reporting started in October– November 2015

FEATURES IN FPMIS include

- ▶ A virtual Desk for field Program Monitoring Sources
- ▶ A modular application that is portable between HQ and field and which integrates with existing data
- ▶ The provision of standard statistical reports
- ▶ A module that gives access to donor-funded projects
- ▶ Customized applications linkages
- ▶ Automatic customizable triggers, such as Customizable emails

Features in FPMIS include (Cont'd)

- ▶ Private areas at the country level;
- ▶ Progress report monitoring;
- ▶ A project tracker module;
- ▶ Surveys/questionnaires;
- ▶ A workflow engine;
- ▶ A project level details for bad connectivity, such as templates for offline data entry

Thank you