

Programme Evaluation Series

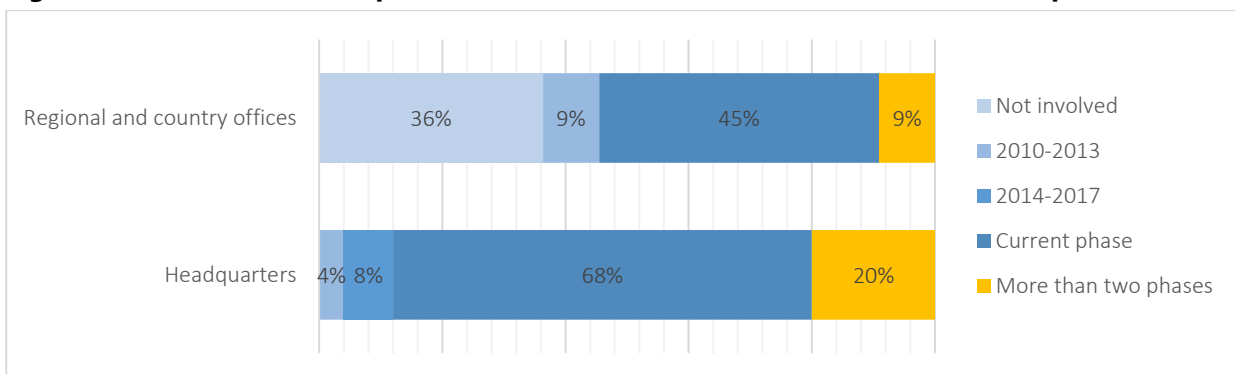
Evaluation of the Flexible Multi-Partner Mechanism (FMM)

Annex 2. Results of the FAO headquarters and decentralized offices survey

1. Introduction

1. As part of the evaluation process, the evaluation team conducted a brief survey with internal Flexible Multi-Partner Mechanism (FMM) stakeholders at Food and Agriculture Organization of the United Nations (FAO) headquarters, regional and country offices. The survey was administered to assistant FAO Representatives, regional programme leaders, focal points for FMM projects, former strategic programme management teams, and the team in the Resource Mobilization and Private Sector Partnership Division (PSR) and the Finance Division (CSF) linked with FMM. The purpose of the survey was to get their perspectives on key areas covered in the evaluation, including i) the value proposition of FMM, ii) improvements in the renewed FMM, iii) FMM operational arrangements, and iv) scale and sustainability of FMM work.
2. In the process, a total of 138 individuals were reached out with a request to complete an online survey.¹ A total of 47 responses were received, of which 25 respondents were from FAO headquarters and 22 respondents from FAO decentralised offices (three from FAO regional offices and 19 from FAO country offices). The majority of respondents from FAO headquarters were involved in the current phase of FMM. Close to half of respondents from the decentralized offices were involved in the current phase of FMM, and more than one-third had no involvement at all in the FMM.

Figure 1. Involvement of respondents across Flexible Multi-Partner Mechanism phases



¹ Survey questionnaire attached as Appendix 1.

2. Key messages

2.1 Value proposition of the Flexible Multi-Partner Mechanism

3. There is positive endorsement by respondents from FAO headquarters as well as respondents from decentralized offices, of the FMM as an innovative, flexible funding mechanism that offers significant catalytic value to support the achievement of FAO's objectives. Of the FAO headquarters respondents, 76 percent agreed or strongly agreed, and only 12 percent disagreed that this was the case. There were very positive responses from decentralized offices where 84 percent agreed or strongly agreed that this was the case.
4. At the headquarter level, FMM is perceived as a unique funding modality not comparable to other multi-donor funding instruments in FAO. As many as 52 percent of respondents from FAO headquarters agreed, and 24 percent strongly agreed that the FMM was unique. The views from decentralized offices were also positive (53 percent agree, 5 percent strongly agree), but a sizeable percentage (42 percent) neither agreed nor disagreed. This may partly reflect the limited involvement/exposure to the FMM on the part of some respondents. Similar perceptions were that of the FMM as an enabler of seed funding for investment in areas that are underfunded or areas of emerging priorities for FAO.
5. Respondents were critical of the size of the FMM support, perceiving it to be insufficient to catalyse the attainment of FAO's strategic outcomes. Forty percent disagreed and 4 percent strongly disagreed that the size of FMM support was sufficient, while only 20 percent agreed and 16 percent strongly agreed that the support was sufficient. Although a similar percentage of respondents from decentralized offices agreed/strongly agreed that the FMM support was sufficient, more respondents (40 percent) neither agreed nor disagreed.

2.2 Renewed Flexible Multi-Partner Mechanism 2018–2022

6. Many respondents were undecided whether the renewed FMM had introduced significant improvements in resource partner consultation, governance and accountability mechanisms. This may partly be due to the limited number of respondents that were involved in both the current and previous phases. Of the FAO headquarters respondents, 40 percent neither agreed nor disagreed, and this was the response from 61 percent of respondents from decentralized offices. There were however positive perceptions of changes on the part of respondents from FAO headquarters: 28 percent agreed, 16 percent strongly agreed and 16 percent disagreed that the renewed FMM had introduced significant improvements in resource partner consultation, governance, and accountability.
7. Respondents tended to be undecided in their views on whether the governance mechanisms of the renewed FMM had increased transparency in the selection of funding opportunities and resource allocations. 40 percent of respondents from FAO headquarters and 53 percent of respondents from decentralized offices neither agreed nor disagreed whether transparency had increased. Slightly more than one-third of respondents from FAO headquarters (36 percent) agreed/strongly agreed that transparency had increased under the renewed FMM, while 24 percent disagreed. Respondents from decentralized offices were slightly more positive: 37 percent agreed/strongly agreed that transparency had increased and 11 percent disagreed that this was the case.
8. There was moderate endorsement of the renewed FMM introducing significant improvements in reporting and tracking of resources across programmes and sub-programmes. Among FAO

headquarters respondents, 40 percent agreed/strongly agreed that this was the case, while an equal percentage neither agreed nor disagreed. Decentralized offices had 42 percent agreeing/strongly agreeing, but with as many as 53 percent of respondents neither agreed nor disagreed.

9. There was moderate endorsement of the renewed FMM as offering more visibility of funding to pursue programmatic approaches. Fewer than half of respondents from FAO headquarters (44 percent) and decentralized offices (47 percent) agreed/strongly agreed that the renewed FMM offered more visibility of funding to pursue programmatic approaches. A sizeable percentage of respondents (36 percent from FAO headquarters and 47 percent from decentralized offices) neither agreed nor disagreed with the proposition.
10. Respondents tended to be undecided whether the changes in procedures and requirements for monitoring and reporting results were lighter and less intensive than the previous FMM phases – 44 percent and 68 percent of respondents at FAO headquarters and decentralized offices, respectively, neither agreed nor disagreed with the proposition. It may be that many respondents had not yet gone through the annual reporting cycle at the time of completing the survey or had no basis for comparison with previous FMM reporting requirements. Just over one-third (36 percent) of respondents from FAO headquarters agreed/strongly agreed that the renewed reporting procedures were lighter and less intensive, while 26 percent from the decentralized offices perceived this to be the case.

2.3 Operational arrangements

11. In comparing the procedures and requirements for reporting results under the renewed FMM with reporting procedures and requirements of other funding modalities, respondents from FAO headquarters had mixed responses while respondents from decentralized offices largely neither agreed nor disagreed. While 40 percent of respondents from FAO headquarters agreed/strongly agreed, 32 percent of respondents disagreed that this was the case, and 28 percent neither agreed nor disagreed. Most of the respondents from decentralized offices (74 percent) neither agreed nor disagreed with the proposition, while 21 percent agreed with it. Whereas on the procedures for selecting and soliciting sub-programmes, a large proportion of respondents at both the FAO headquarters and decentralized offices did not find them to be clear and transparent (48 percent and 47 percent, respectively).
12. There were more positive than negative perceptions about the scope and scale of FMM projects/sub-programmes to demonstrate catalytic effects and impacts. A sizeable percentage of respondents, however, did not have views either positive or negative. Nearly 42 percent of respondents from FAO headquarters perceived the scope and scale of FMM projects/sub-programmes to be sufficient to demonstrate catalytic effects and impacts, and the same percentage of respondents in decentralized offices held this view. Twenty-one percent of respondents from FAO headquarters, and very few (5 percent) from decentralized offices disagreed with the proposition. There was however a sizeable percentage of respondents that neither agreed nor disagreed: 38 percent from FAO headquarters and 53 percent from decentralized offices.

2.4 Scale and sustainability

13. Most respondents neither agreed nor disagreed that projects under the renewed FMM had smaller budgets and were of shorter duration compared to previous phases of FMM. From FAO headquarters, as many as 71 percent of respondents neither agreed nor disagreed, and in the

case of decentralized offices, 63 percent neither agreed nor disagreed. Interestingly, 37 percent of respondents from decentralized offices agreed that the projects had smaller budgets and were of shorter duration, while only 17 percent of respondents from FAO headquarters agreed/strongly agreed.

14. Less than one-third of respondents agreed that sub-programme designs have clearly identified paths for upscaling and exit strategies linking to mainstreaming and budgetary investments. Only 29 percent of respondents from FAO headquarters agreed/strongly agreed that there were clearly identified paths for upscaling and exit strategies, and 32 percent from decentralized offices agreed that this was the case. A large percentage of respondents in FAO headquarters and decentralized offices neither agreed nor disagreed with the proposition.

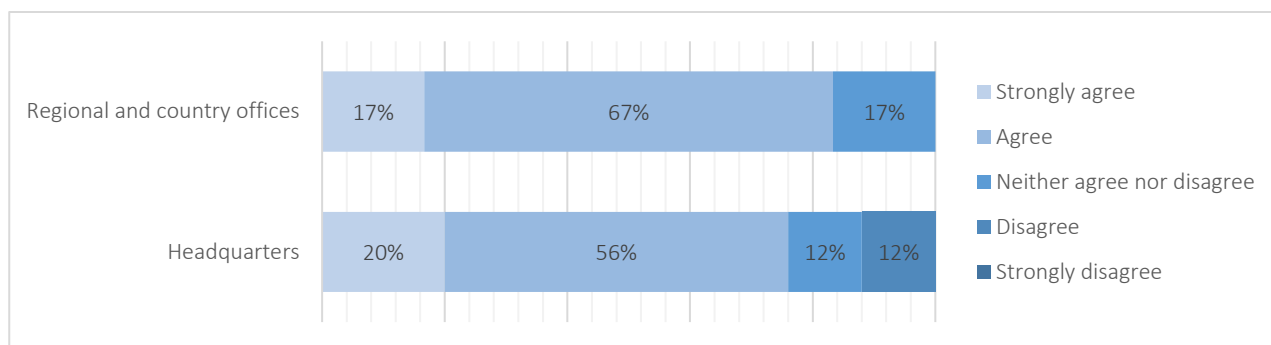
Appendix 1. Survey questions and summary

Note: There were three questions where a respondent from headquarters skipped answering and three respondents from decentralized offices skipped answering most of the questions. The results excluded the skipped respondents and are based on those that responded. It is easier to refer to “respondents” rather “responses” though strictly speaking this is not correct for those questions that were skipped.

i. The value proposition of the FMM

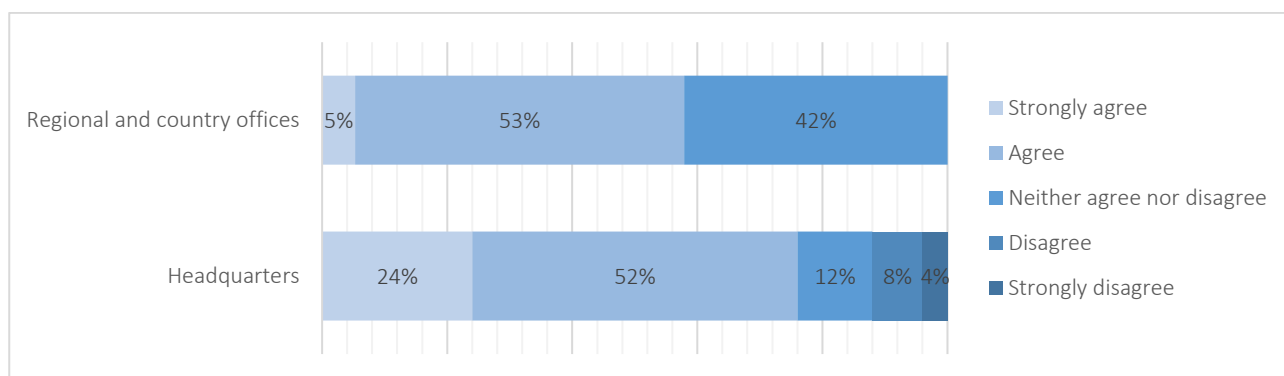
Question 1. The FMM is an innovative flexible funding modality that offers significant catalytic value to support FAO objectives.

A large proportion of respondents from headquarters and decentralized offices indicated that they agreed or strongly agreed that the FMM is an innovative flexible funding mechanisms offering significant catalytic value to support FAO objectives. This seems to be a strong endorsement for the FMM as a funding modality. There was a small proportion of respondents from headquarters who indicated that they disagreed that this was the case, but no respondents from headquarters or decentralized offices strongly disagreed with the statement.



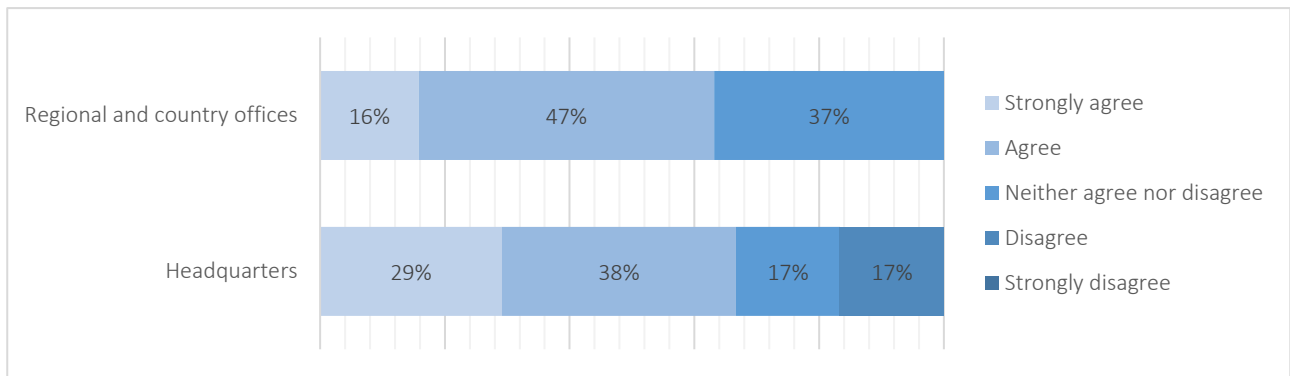
Question 2. The FMM is a unique modality and not comparable to other multi donor funding instruments at FAO.

A significant percentage of responses from headquarters perceived the FMM as a unique funding modality not comparable to other multi-donor funding instruments in FAO. Fifty-two percent agreed and 24 percent strongly agreed that this was the case. While more than half of the respondents from decentralized offices (58 percent) agreed (including strongly agreed) that the FMM was a unique funding modality, as many as 42 percent neither agreed nor disagreed. This may be an indication of the limited involvement/exposure that respondents from the decentralized offices have in the FMM.



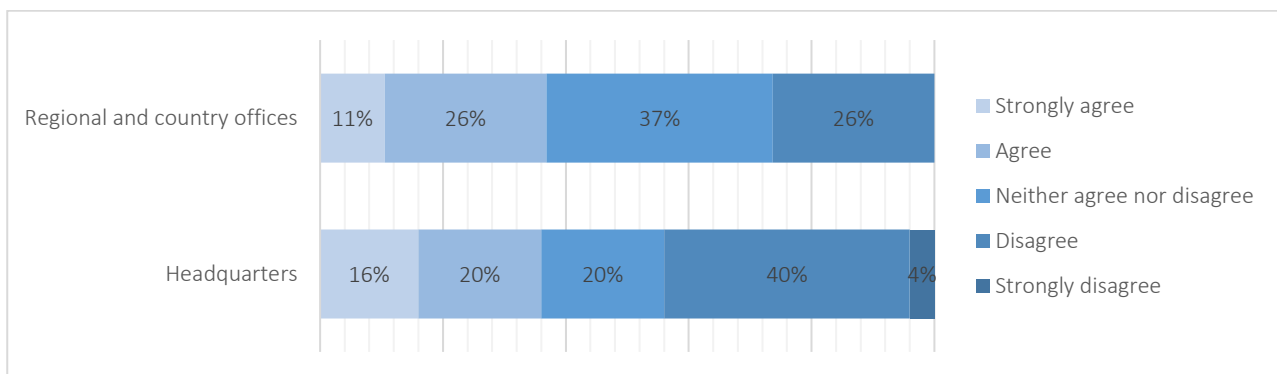
Question 3. FMM enabled seed funding investments in underfunded or emerging priority areas for FAO.

Over two-thirds of headquarters respondents perceived the FMM as an enabler of seed funding for investments in areas that are unfunded or areas that are emerging priorities for FAO, while 17 percent disagreed that this was the case, and an equal proportion of headquarters respondents were neutral. Although a similar proportion of respondents from decentralized offices (63 percent) viewed the FMM as an enabler of seed funding, a sizeable proportion (37 percent) were neutral. This may be an indication of their limited exposure to the FMM.



Question 4. The FMM support is sizeable enough to catalyse attainment of FAO’s strategic outcomes.

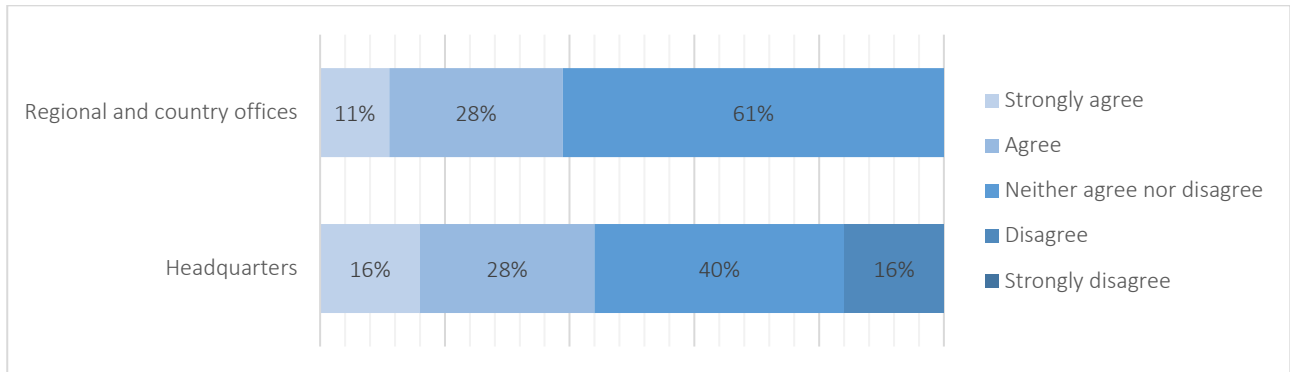
Respondents from both headquarters and decentralized offices were critical of the size of FMM support, perceiving it to be insufficient to catalyse attainment of FAO’s strategic outcomes. Only 36 percent agreed or strongly agreed that the support was sufficient. A similar percentage of respondents from decentralized offices (37 percent) agreed or strongly agreed that FMM support was sufficient to catalyse attainment of FAO strategic outcomes.



ii. Improvements in the renewed FMM

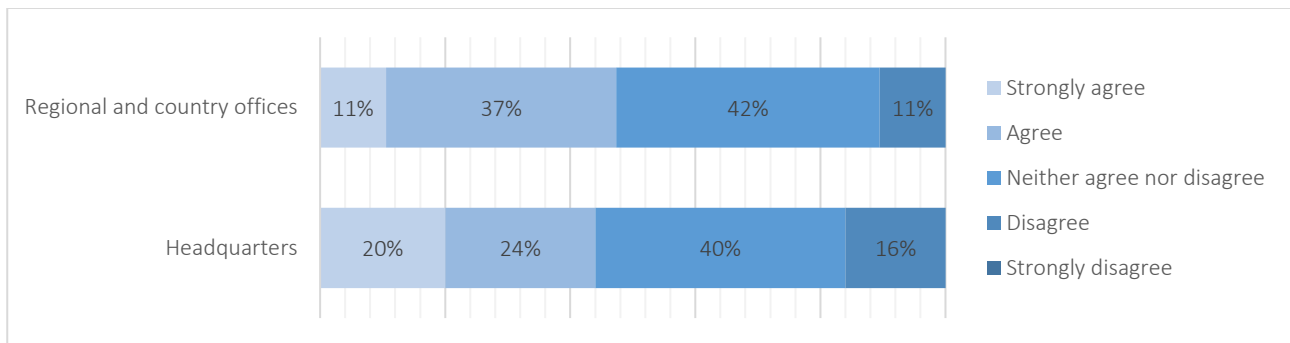
Question 5. The renewed FMM has introduced significant improvements in resource partner consultations, governance, and accountability mechanisms.

Forty-four percent of headquarters respondents agree or strongly agree that the new FMM introduced significant improvements in resource partner consultations, governance, and accountability mechanisms, as many as 40 percent were neutral and 16 percent disagreed that the new FMM introduced significant improvements. Among respondents from decentralized offices, as many as 61 percent were neutral. The relatively high proportion of neutral responses may be because most respondents were not involved in previous phases of the FMM so cannot assess whether the changes are significant improvements.



Question 6. The renewed FMM has resulted in greater levels of resources and diversity of resource partners.

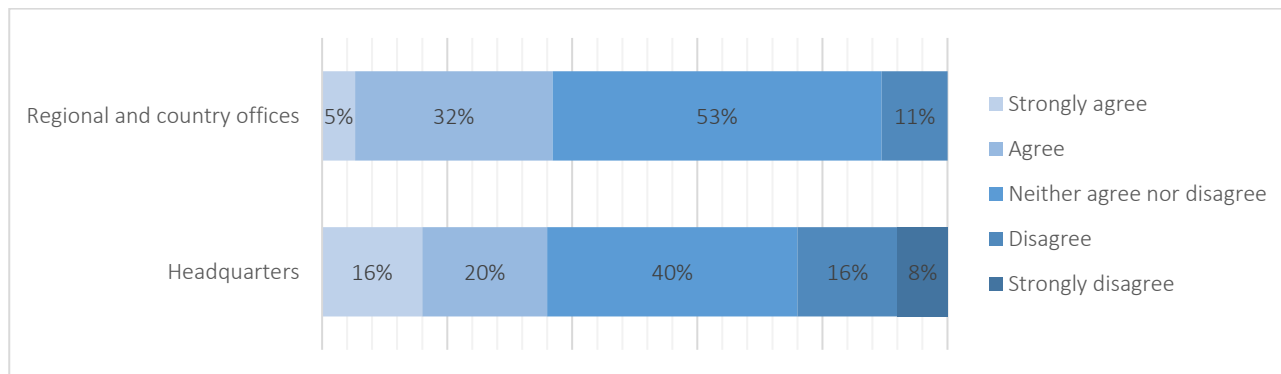
Of the headquarters respondents, 24 percent agreed, and 20 percent strongly agreed that the renewed FMM has resulted in greater levels of resources and diversity of resource partners, while 16 percent of respondents disagreed and 40 percent were neutral. The respondents from decentralized offices were slightly more positive – 37 percent agreed and 11 percent strongly agreed that the renewed FMM has resulted in greater levels of resources and diversity of resource partners.



Question 7. The governance mechanisms of renewed FMM have increased transparency in selection of funding opportunities and resource allocations.

Respondents in headquarters and those in decentralized offices were mostly neutral in their views on whether the governance mechanisms of the renewed FMM has increased transparency in the selection of funding opportunities and resource allocations, 40 percent and 53 percent, respectively. Slightly more headquarters respondents agreed/strongly agreed that transparency was increased (36 percent) than disagreed/strongly disagreed (24 percent).

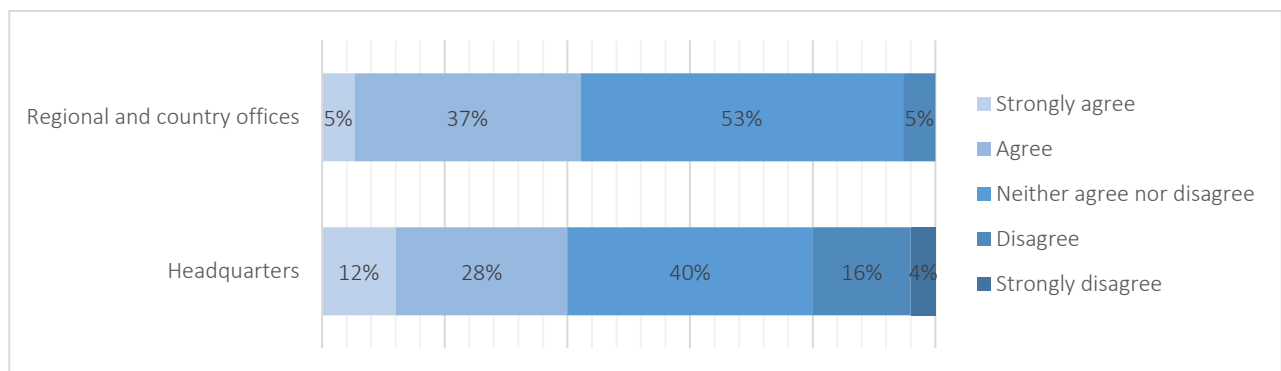
Respondents from decentralized offices were slightly more positive than headquarters respondents: 37 percent agreed/strongly agreed that transparency had increased under the new FMM and 11 percent disagreed that this was the case.



Question 8. The renewed FMM features significant improvements in reporting and resource tracking across programmes and subprograms.

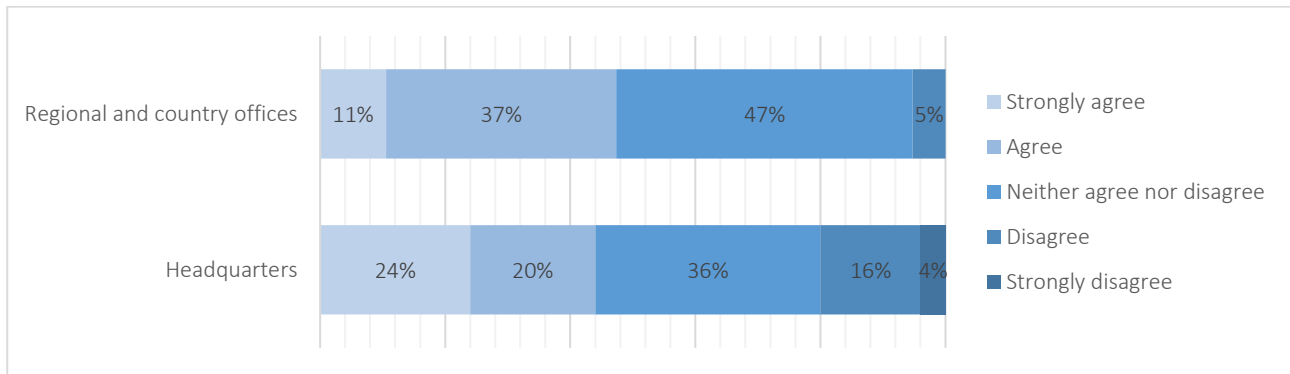
An equal percentage of headquarters respondents (40 percent) agreed/strongly agreed that the renewed FMM featured significant improvements in reporting and tracking of resources across programmes, as those who were neutral (40 percent). There were headquarters respondents (20 percent) who disagreed/strongly disagreed that there were significant improvements in reporting and tracking of resources.

Respondents from decentralized offices tended to be neutral in their response regarding improvements in reporting and resource tracking across programmes (53 percent). This may be because most respondents had no prior involvement in the FMM.



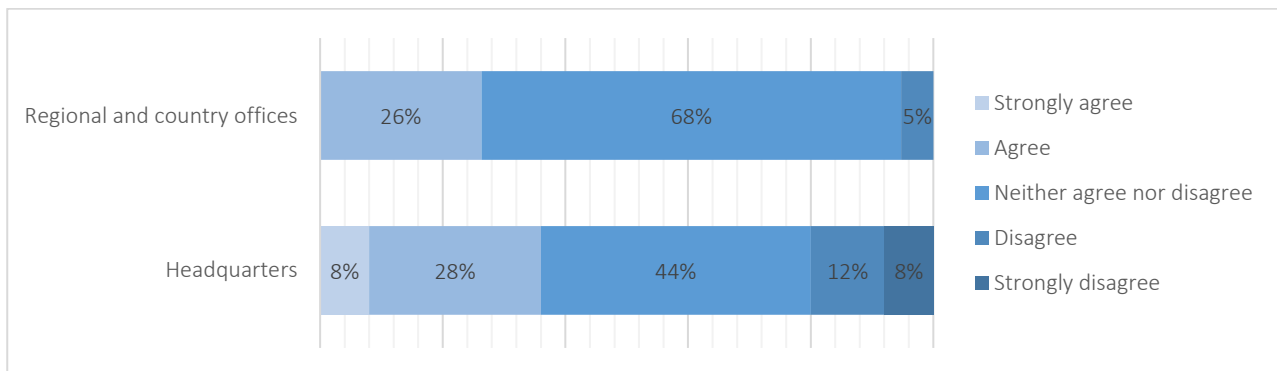
Question 9. The renewed FMM offers more visibility of funding to pursue programmatic approaches.

Forty-four percent of headquarters respondents agreed/strongly agreed that the renewed FMM offers more visibility of funding to pursue programmatic approaches, while 16 percent disagreed and 4 percent strongly disagreed. A sizeable proportion of respondents (36 percent) neither agreed nor disagreed that the renewed FMM offers more visibility of funding to pursue programmatic approaches. The views of respondents from decentralized offices differed slightly from those of headquarters respondents. About 47 percent of these respondents agreed/strongly agreed that the renewed FMM offered more visibility of funding to pursue programmatic approaches, while only five percent disagreed that this was the case. As many as 47 percent however, neither agreed nor disagreed.



Question 10. The renewed FMM procedures and requirements for monitoring and reporting results are lighter, and less intensive compared to the previous FMM phase.

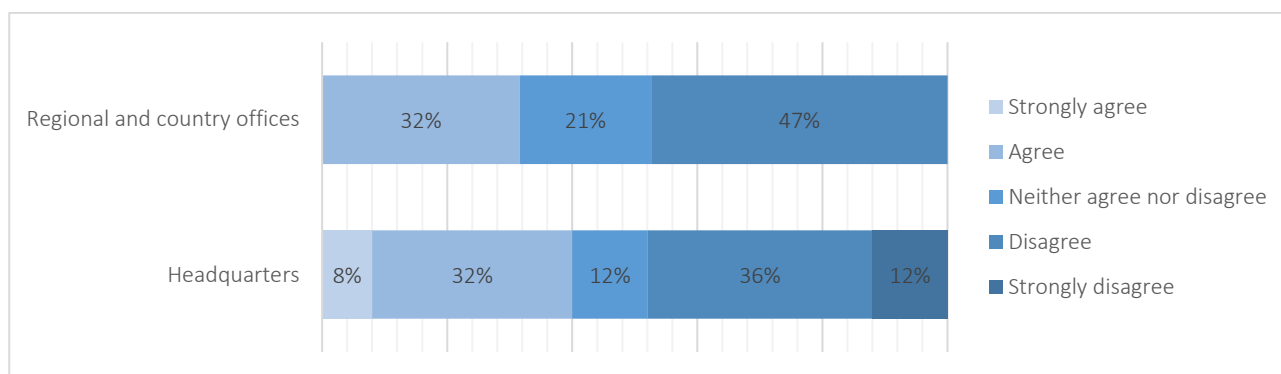
Respondents from headquarters tended to be more positive about changes in procedures and requirements for monitoring and reporting results than respondents from decentralized offices. Thirty-six percent of headquarters respondents agreed/strongly agreed that the renewed FMM procedures were lighter and less intensive compared to the previous FMM phase. By contrast, on 26 percent of respondents from decentralized offices thought that this was the case. It is however important to note that a large percentage of respondents in headquarters and decentralized officers neither agreed nor disagreed, 44 percent and 68 percent, respectively.



iii. Clarity and ease of operational arrangements

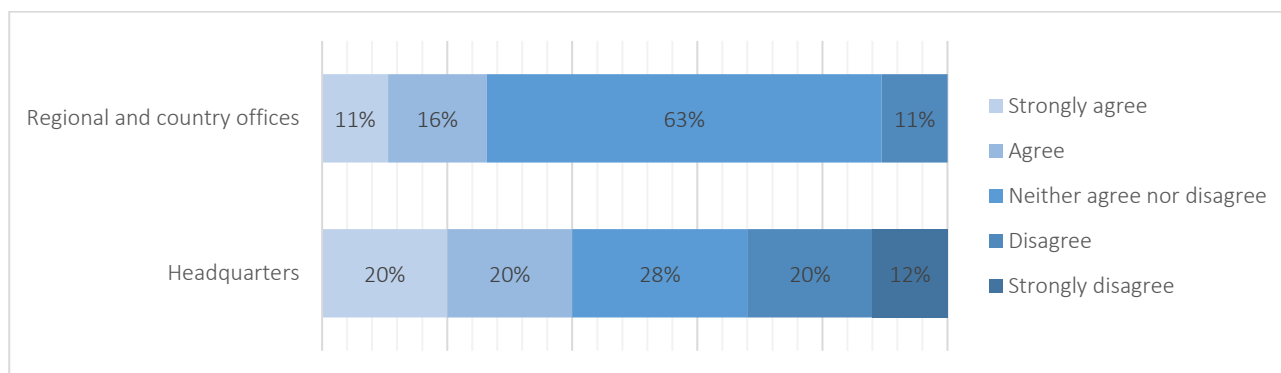
Question 11. FMM procedures for soliciting and selecting sub programmes are clear and transparent to resource partners, FAO technical units and field offices.

Respondents in headquarters and those in decentralized offices tended to disagree/strongly disagree that the FMM procedures for soliciting and selecting sub-programmes were clear and transparent. In the case of headquarters respondents, 36 percent disagreed, and 12 percent strongly disagreed. Slightly fewer headquarters respondents (40 percent) agreed/strongly agreed that procedures were clear and transparent, while only 12 percent neither agreed nor disagreed. Nearly half of respondents (47 percent) from decentralized offices disagreed that the FMM procedures for soliciting and selecting sub-programmes were clear and transparent, while only 32 percent agreed that the procedures were clear and transparent.



Question 12. FMM procedures for formulating and approving sub programmes are simple, light and less time consuming compared to other funding modalities, efficient and less time consuming.

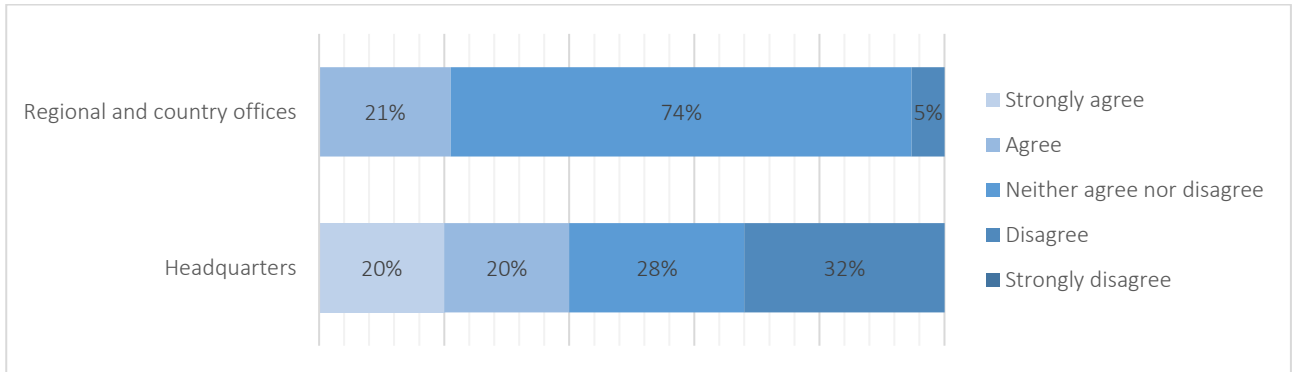
Respondents from headquarters were somewhat positive about the FMM procedures for formulating and approving sub-programmes. Forty percent agreed/strongly agreed that the procedures were simple, light and less time-consuming compared to other funding modalities. Thirty-two percent disagreed/strongly disagreed, while 28 percent neither agreed nor disagreed. Most respondents (61 percent) from decentralized offices neither agreed nor disagreed that FMM procedures for formulating and approving sub-programmes are simple, light, etc. This may be because they have limited involvement in the formulating and approval of sub-programmes. Only 26 percent agreed/strongly agreed that that the procedures were simple, light, etc.



Question 13. FMM procedures and requirements for monitoring and reporting results are light, and less time consuming compared to other funding modalities.

Forty percent of headquarters respondents perceived FMM procedures and requirements for monitoring and reporting results to be light and less time-consuming compared to other funding modalities, while 32 percent of respondents disagreed and 28 percent neither agreed nor disagreed. In the case of respondents from decentralized offices, the majority (74 percent) neither agreed nor disagreed with the

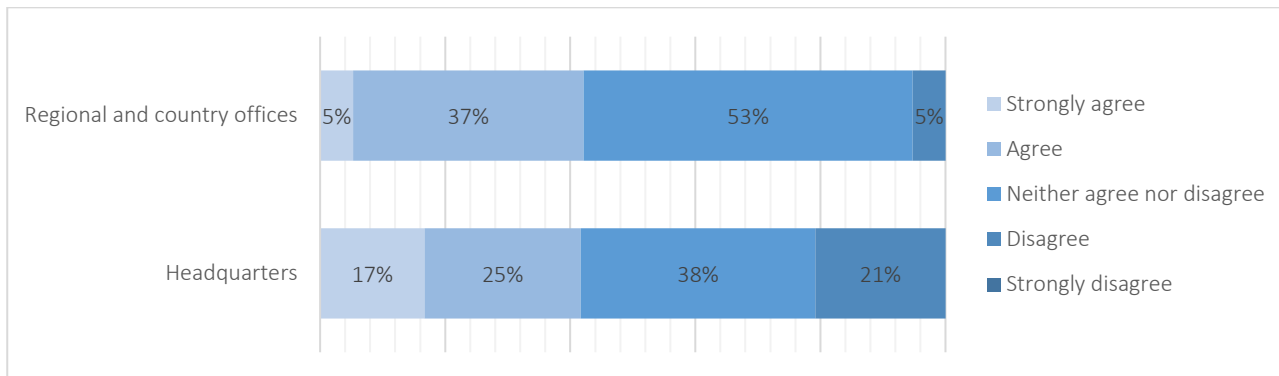
statement. Only 21 percent of respondents agreed that the FMM procedures and requirements for monitoring and reporting results were light and less time consuming compared to other modalities.



iv. Scale and sustainability

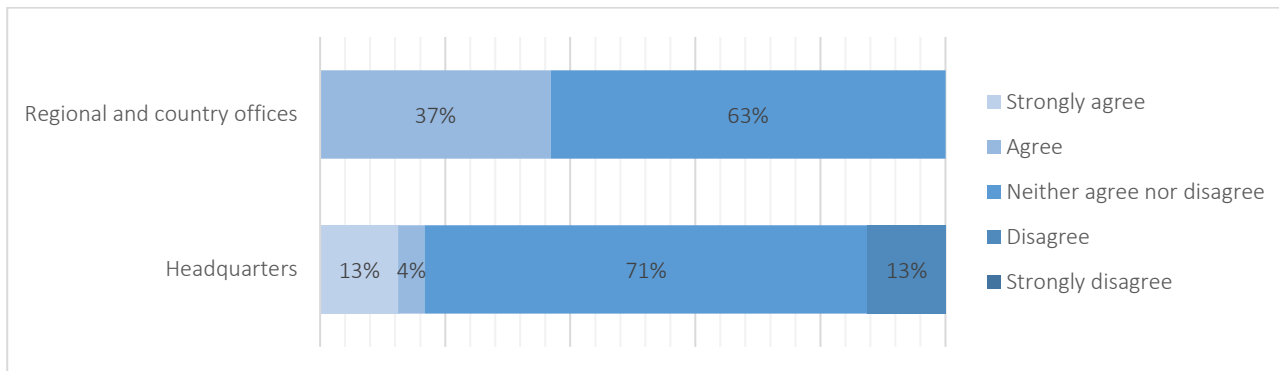
Question 14. Projects/sub-programmes of the renewed FMM are sufficiently scoped and scaled to demonstrate catalytic effects and impacts.

Nearly 42 percent of headquarters respondents perceived the projects/sub-programmes of the renewed FMM to be sufficiently scoped and scaled to demonstrate catalytic effects and impacts, while 21 percent disagreed that this was the case. More than a third (38 percent) of respondents neither agreed nor disagreed. In the case of decentralized offices, 42 percent agreed/strongly agreed that the projects/programmes were sufficient scoped and scaled, but as many as 53 percent neither agreed nor disagreed.



Question 15. The projects in renewed FMM are smaller in budget and duration compared to the previous FMM phases.

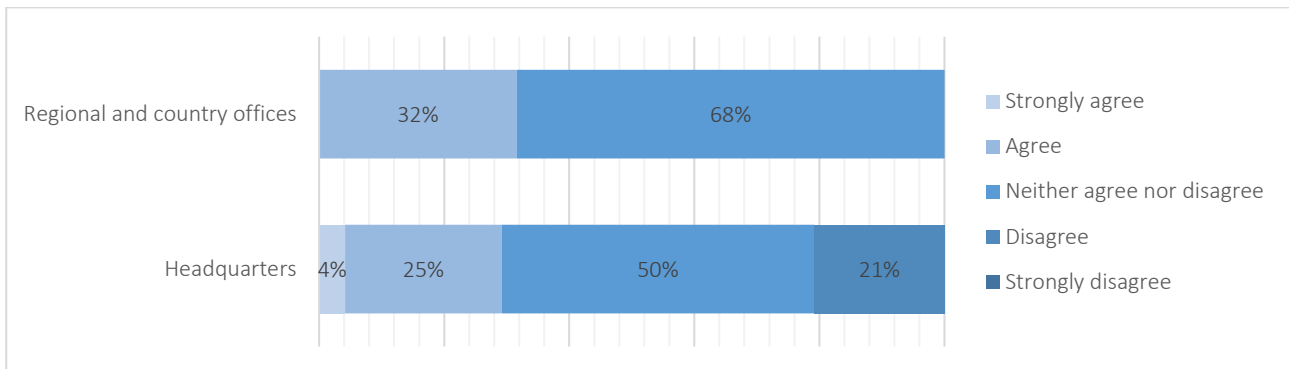
A higher percentage of respondents from decentralized offices indicated that projects under the renewed FMM had smaller budgets and were of shorter duration compared to previous phases FMM. By contrast, only 17 percent of respondents from HQ agreed/strongly agreed that this was the case. Both groups of respondents had a high percentage of respondents that neither agreed nor disagreed with the proposition – headquarters respondents – 71 percent and decentralised office respondents – 63 percent.



Question 16. Sub-programme designs have clearly identified paths for upscaling and exit strategies linking to mainstreaming and budgetary investments.

Less than one-third of respondents from headquarters (29 percent) agreed/strongly agreed that sub-programme designs have clearly identified paths for upscaling and exit strategies linking to mainstreaming and budgetary investments, while 21 percent disagreed that this was the case. Half of the respondents from headquarters neither agreed nor disagreed.

Respondents from decentralized offices were slightly more positive: 32 percent agreed that sub-programme designs had clearly identified pathways for upscaling and exit strategies to mainstreaming and budgetary investments, while 68 percent neither agreed nor disagreed.



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