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للأمم المتحدة

PROGRAMME COMMITTEE

Hundred and Twenty-seventh Session

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Evaluation of FAO's strategic results framework

MANAGEMENT RESPONSE

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Overall response to the evaluation

1. Management commends the evaluation team for the comprehensive review of FAO's strategic results framework and welcomes the eight recommendations presented which will help inform FAO's review of the Strategic Framework to be presented to Conference in 2021.
2. The recommendations touch on several of the Organization's most important management challenges. Management welcomes the analysis and suggestions on further improving the organization's efficiency, effectiveness and enhancing the achievement of results, particularly focused on the country level.
3. With the conclusions and recommendations provided at an early stage of the mandate of the Director-General, the evaluation is timely as senior management reflects on the Organization's priorities and how to improve delivery in these different areas of work. Sufficient time will be required for consultation on the way forward regarding the more detailed suggestions on structure and the corresponding resource allocation shifts that are implied.
4. Management appreciates that the evaluation has highlighted the role of the Strategic Programmes in translating FAO's technical work into tangible results at country level, and the recognition that the results framework and matrix structure has generated more multidisciplinary collaboration across all levels of the organization, global, regional, subregional and national level, by creating a common language and vision for the Organization. Management appreciates that the evaluation provides guidance on what is needed at country level for further engagement with key partners for a successful UN Development System repositioning, and the implementation of the Agenda 2030.
5. Management is committed to addressing the issues raised under each of the eight recommendations. The detailed suggestions for adjustments outlined in the evaluation will be duly considered. However, Management would like to emphasize that acting on recommendations 1, 3, 5 and 6 will require possible changes to the current structure, any of which would necessarily need to be presented to the Governing Bodies.
6. Management takes note of recommendation 2 and the importance of the visibility of FAO's normative work under the Strategic Results Framework. In addition, Management acknowledges the need to better align the results framework to the Sustainable Development Goals (SDGs), and to elaborate the narrative including concrete pathways of change. Management will give this recommendation special attention during the review of the Strategic Framework and the formulation of the MTP 2022-25 which will take place during 2020, the outcome of which will be presented to Members at the FAO Conference in June 2021.
7. Management welcomes recommendations; 4, 7 and 8 concerning human resource management (especially the skills mix exercise and capacity development at regional level) and resolving issues related to administrative procedures that have hindered delivery. These issues are under review by the Secretariat, some actions have already been taken and other decisions will emerge from a more comprehensive review of the current policies.
8. FAO Management is committed to addressing all the recommendations in close consultation with all the relevant technical units, Strategic Programmes and decentralized offices, and believes that the evaluation will contribute significantly in moving FAO towards a more programmatic approach to achieve the desired results.

Management response matrix

Management response to the Strategic Results Framework evaluation					Date
Evaluation recommendation	Management response Accepted , partially accepted or rejected	Management plan			Further funding required (Y or N)
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Timeframe	
<p>Recommendation 1 Develop a clear strategy and action plan for FAO engagement with the 2030 Agenda and UN Reform. A large-scale country-level effort will be required in the coming months to influence the UNSDCF. FAO needs to be able to respond to these requirements, bearing in mind FAO's limited resources.</p>	<p>a) Accepted</p> <p>b) Partially accepted</p> <p>c) Partially accepted</p>	<p>a) Agree that preparing a strategy and action plan articulating FAO's engagement with UN Reform is important.</p> <p>b) The establishment of the SDGs unit and suggested actions will be further discussed and elaborated as will possible restructuring of other units.</p> <p>c) Agree that earmarked resources are important but it will be implemented within the existing resources.</p>	DDP, DDO, DDN, OSP, ES, SPs and Regions	2020-2021	Y
<p>Recommendation 2 Enhance the suitability of the Results Framework as a programmatic structure for guiding FAO's engagement at country level by setting more tangible programmatic objectives related to development issues that demonstrate FAO's main contributions to SDG achievement. This process should clarify the results chain of FAO's normative work on global public goods and development objectives and identify relevant indicators to spur the results-oriented management of programmes and</p>	Accepted	<p>This recommendation is considered a key overarching one which will guide the implementation of several of the other recommendations. The main elements will be addressed in the review of the Strategic Framework which will take place during 2020 and will inform the development of the MTP 2022-25. The outcome of this review will be presented to the Member Countries for endorsement at the FAO Conference in June 2021.</p>	OSP- DDP/SPs, DDN, ROs	June 2021	N

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monitor FAO's contributions against SDG indicators, alongside those of other key development stakeholders.					
Recommendation 3 Develop delivery structures to adopt a bottom-up logic and make FAO fit for purpose at Country Level, including for the 2030 Agenda.	Partially accepted	This recommendation will be central to the development of the new MTP/PWB and the corresponding structural change necessary to implement it. At this point in time Management is not in a position to agree with the specific suggested actions, including the establishment of multi-disciplinary programme teams at the subregional level as these have resource implications for the Organization, including allocation between headquarters and decentralized offices. The further integration of assessed and voluntary contributions in the overall budget will also guide this discussion.	DDP, DDO, DDN, OSP, ROs,	June 2021	Y
Recommendation 4 To ensure fitness for purpose, FAO needs to establish mechanisms to ensure its staff profiles match needs at all levels and to continue developing staff capacities to adjust to changing demands.	Accepted	Management accepts this recommendation and it will be implemented through a skills mix exercise and analysis of gaps in terms of profiles, requiring more time and consultation.	OHR, DDP, DDN, OSP	December 2020	Y
Recommendation 5 Reinforce the programme management function in FAO	Partially accepted	Management agrees with the importance of the programme management function. Further	DDP, ROs, OSP	April 2020	Y

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		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Timeframe	Further funding required (Y or N)
headquarters to provide strategic orientation and promote programmatic approaches.		discussion and analysis are required regarding the creation and location of a consolidated programme function.			
Recommendation 6 Establish corporate qualitative monitoring and management learning functions.	Partially accepted	Management agrees with the establishment of corporate qualitative monitoring and management learning function but the location of this function needs further analysis.	DDP and OSP	June 2021	Y
Recommendation 7 Improve the efficiency of administrative procedures to increase FAO's agility in responding to country needs.	Accepted	Management is committed to enhance the delegation of authority as well as putting in place accountability measures. A review of current policies and proposed solutions is underway.	DDO, OHR	April 2020	N
Recommendation 8 FAO should develop and implement a strategy to institutionalize good change-management practices in the Organization.	Accepted	Management agrees that the Organization requires an effective system of change management, but the detailed suggestions of the evaluation will require more discussion.	OHR, ODG	October 2020	Y