Managing for Results (MfR) in FAO

Investment Days
Rome, December 16th, 2011
Topics

- Moving towards MFR
- FAO’s Strategic Framework
- Planning, monitoring and reporting FAO’s Work
- Next Steps
MOVING TOWARDS MFR
Increased Focus on Managing for Results

Harmonization
UN coherence at country level

RBM, specific and effective results

Late 90s
RBM adopted in UN
1999 - MDGs

Alignment, national priorities, internationally agreed development goals

Capacity development

2004

2005
Paris Declaration on Aid Effectiveness

2006
Delivering as One Pilot

2008
Accra Agenda for Action

National ownership and leadership
Purpose
• to chart the way forward [in order to]... make FAO fit for the twenty-first century

Findings
• FAO approach sound but not functioning
• Insufficient prioritization and means-ends linkages
• Resources poorly integrated to achieve results
• Decentralized Offices delinked
• Poor phasing of processes/decisions

Recommendations
• Holistic strategic programming/budgeting based on clearly defined priorities covering all sources of funds – an integrated approach
• Change in timing of Governance review/approval
Towards a Results-Based Organization

**Enabling Culture**
- Performance Management
- Responsibility/Accountability
- Incentives
- Training/Support

**Strategic Programming**
- Means-ends
- Indicators/Targets
- Monitoring/feedback

**Governance**
- Vision
- Priorities
- Resources

**RESULTS**

Strategic Programming

Governance

Enabling Culture
STRATEGIC PLANNING
FAO’s New Results Hierarchy

Planning Framework

- Strategic Framework (10 years)
- Medium-Term Plan (4 years)
  Programme of Work and Budget (2 years)

Strategic Planning

Work Planning

Work Plans

Results Chain

Global Goals

Strategic Objectives

Impact Focus Areas

Organizational Results

Regional Results

Org. Outputs (LO/HQ)

Org. Outputs (CO/SRO/RO)

Products/Services

PEMS

RPs inform
Members’ Interdependent Goals

• Overcoming hunger and malnutrition

• Elimination of poverty, food production and rural development as contributor to economic and social progress

• Sustainable management of the natural resource base for food and agriculture
Members’ Strategic Objectives

High-level impacts in countries
- 10-year timeframe

FAO makes essential contribution
- In collaboration with partners and other development actors
- FAO does not achieve alone
- Comparative advantage

Sectoral and cross-cutting Objectives
- Some SOs capture results in a specific technical area
- Others capture the inter-disciplinary nature of our work
Pursuing Members’ Strategic Objectives

Functional Objectives

- Relate to provision of an enabling environment for the Organization’s work (internal services)
- Ensure corporate results-based approaches to the application of core functions and support services
- 10-year time-frame

Core Functions

- Build on FAO mandate and comparative advantage
- Guide the Organization’s work and means of action
- Carried out at all levels of the Organization and contribute to achievement of all Strategic Objectives
FAO’s contribution to SOs

**Organizational Results**
- Outcomes which FAO as a whole commits to achieve
- Formulated by Strategy Teams
- Measured through indicators
- 4-year timeframe

**Regional Results**
- Regions’ contributions to the Ors
- Measured through same indicators, reflect commitment to part of the target
- Informed by priorities emerging from regional conferences and national governments
- 4-year timeframe
Making it work!

WORK PLANNING
**Work Planning**

<table>
<thead>
<tr>
<th>What is it?</th>
<th>What for?</th>
<th>How?</th>
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</table>
| - Process for defining how PWB commitments will be achieved and how FAO will respond to regional, subregional and national priorities. | - Express each office’s commitment, as agreed within the Strategy Team.  
- Provide basis for harmonization, monitoring and assessment.  
- Establish an agreed manner for reporting results to GBs. | - Definition of Organizational Outputs, products/services and activities necessary and sufficient to achieve the Os/RRs, regardless of source of funds and responsible office.  
- Cost estimates associated to OOs, PS, ATs.  
- Dates  
- Clear responsibilities. |
Work Plans

- Reflect inter-disciplinarity and collaboration across organizational units
- Ensure all efforts converge towards pursuit of SOs
- Capture significant outputs to be delivered with funds from all sources
- Mainstream gender sensitive approaches
- Articulate capacity development efforts
- Form the basis for focusing and prioritizing work, and allocating resources accordingly
### Monitoring and Reporting

<table>
<thead>
<tr>
<th>On-going monitoring</th>
<th>Mid-Year Review</th>
<th>Mid-Term Review</th>
<th>End of Biennium Assessment</th>
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<tbody>
<tr>
<td>Recommended</td>
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<tr>
<td>Divisional</td>
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<td>Corporate (rolled-up)</td>
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<td>Qualitative self-assessment, traffic light</td>
<td>Qualitative self-assessment + measurement of indicators</td>
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<td>MTR submitted to GBs</td>
<td>PIR submitted to GBs</td>
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Monitoring and Reporting

Review
- Monitoring
- Recommended
- Divisional
- Qualitative self-assessment

Assess
- Mid-Year Review
- Mid-Term Review
- Mandatory
- Divisional
- Divisional Qualitative self-assessment
- Qualitative self-assessment

Learn
- Mid-Term Review
- Mandatory
- Corporate (rolled-up)
- Traffic light MTR submitted to GBs
- Qualitative self-assessment + measurement of indicators

Revise
- End of Biennium Assessment
- Mandatory
- Corporate (rolled-up)

Report
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- Mid-Year Review
- Mid-Term Review
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Key Challenges

• Conversion to culture of accountability for results
  - Link to performance management & incentives
  - Enhance monitoring system and training support
• Country Programming and integration of DOs
• Further alignment of Organizational practices with MfR approach
• Further integration of systems support
THANK YOU!