

Food and Agriculture Organization (FAO)  
Division of Emergency and Rehabilitation Operations (TCE)

Terms of Reference for a Monitoring Expert  
(3 months consultancy based in Rome, to begin ASAP.)

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## **Background and Context**

FAO's Division of Emergency and Rehabilitation Operations (TCE) has established as a priority the development a monitoring framework for its activities. The monitoring system ("Monitoring for Results") would serve the following purposes: i) effective project/programme management; ii) appropriate policies and strategies informed by lessons learned; iii) reliable and timely reporting; and iv) consistent aggregation of data across projects, programmes, countries, organizational results (ORs) and strategic objectives (SOs) within FAO's RBM framework.

Currently, *ad hoc* monitoring tools are often developed under pressure for important crises (avian flu, locust, tsunami, soaring food prices) in response to management and donor demands. These tools are labour intensive and are often abandoned after the attention on the crisis decreases. Monitoring capacity in FAO Representations and Emergency Coordination Units (ECUs) is uneven ranging from countries with staff fully dedicated, to units with no capacity. Overall, there is little consistency between the different approaches to gathering even very basic data (e.g. number of beneficiaries), making it difficult to aggregate information.

The consultancy is intended to be the first phase of a longer term assignment which is anticipated to eventually evolve into a staff position.

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## **Duties and responsibilities**

Under the overall supervision of the Director TCE and the direct guidance of the Thematic Working Group on RBM Programme, Project Tools and Monitoring, with the assistance and in close coordination with the TCE Change Action Group, the TC Operational Planning Team and respective M&E Focal Points, using inputs from TCE consultants, staff and management (in field and HQ), the consultant/staff member will:

- review the monitoring literature, tools and practices that are presently used in TCE (in HQ and at regional and country level);
- liaise with other Divisions of FAO to gather information about their monitoring practices and review outcomes of evaluations and other studies related to monitoring in FAO;
- gather information about monitoring mechanisms in other organizations<sup>1</sup>;
- develop a comprehensive Monitoring for Results framework to simultaneously meet the identified management needs of the Division and more broadly of RBM in FAO.

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<sup>1</sup> The review is not expected to be exhaustive but point out to the most relevant approaches/systems available. Assistance may be provided to the consultant for this background research work.

Throughout the accomplishment of the above tasks, the consultant will:

- facilitate dialogue, broad participation and invite staff contributions to the process within the Division and also with other Divisions and Departments;
- consider the specific requirements of country teams in view of the UN and humanitarian reform processes (UNDAF integration, clusters, etc.);
- ensure the proper integration/compatibility of TCE's Monitoring for Results framework within existing or new corporate information management systems in FAO<sup>2</sup>.

Subject to satisfactory performance, an extension of the contract may be provided.

### **Deliverables**

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The consultant/staff member will:

- prepare a *Review of Monitoring Tools and Systems* with specific relevance to TCE – What systems are being used where? At what scale? With what results? Strengths and weaknesses? (to be delivered 8 weeks after entry on duty);
- develop a *Monitoring for Results Framework* on the basis of work already undertaken in TC and TCE – Principles, methodologies, main indicators, linkages between project, programme and corporate levels, etc. (First complete draft to be delivered one week before the end of the assignment).

### **Essential qualifications**

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- Graduate degree in a field related to FAO activities.
- At least 7 years of experience in project/programme/institutional Results-Based Management (RBM) and Monitoring and Evaluation (M&E) in diverse capacities (field work, planning, capacity-building, etc.).
- Fluency in English, with excellent written communication skills.

### **Desirable qualifications**

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- Knowledge of the work of FAO in emergencies and rehabilitation
- Working knowledge of French, Spanish or Arabic.

### **Deadline for Applications: 25 November 2009**

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- Please send your applications to the following e-mail address: [TCE-Monitoring-Expert-Application@fao.org](mailto:TCE-Monitoring-Expert-Application@fao.org)

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<sup>2</sup> This may involve *inter alia* participating in relevant fora where information management is being addressed and reviewing existing templates and guidelines for project document preparation and reporting.