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Guidelines for the Implementation of the new Strategic Framework

(2014-15 biennium)

1) Introduction

1. The implementation of the new Strategic Framework will be a long and complex learning process requiring a number of changes in the way the Organization works, starting from the transformational measures put in place during 2012-13. The programmes and resources for implementing the new Strategic Framework are set out in the Medium Term Plan 2014-17 (MTP) and Programme of Work and Budget 2014-15 (PWB) approved by the Conference in June 2013, along with Adjustments approved by the Council in November 2013.

2. These guidelines have been prepared by the Office of Strategy, Planning and Resources Management (OSP) in consultation with senior managers and were endorsed by the Corporate Programmes Monitoring Board in April 2013 for immediate use. The guidelines provide an overview of implementation arrangements, setting out the principles, processes, responsibilities and accountability¹ for the 2014-15 biennium. They guided the planning process during 2013 and were updated in November 2013 and again in January 2015 to reflect developments and experience during implementation of the PWB 2014-15.

2) The new Strategic Framework

3. The programmatic framework to implement the new Strategic Framework is provided in document *C 2013/3 Medium Term Plan 2014-17 / Programme of Work and Budget 2014-15* and document *C 148/3 Adjustments to the PWB 2014-15* comprising:

- five Strategic Objectives
 1. *Contribute to the eradication of hunger, food insecurity and malnutrition*
 2. *Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner*
 3. *Reduce rural poverty*
 4. *Enable more inclusive and efficient agricultural and food systems*
 5. *Increase the resilience of livelihoods to threats and crises*
- a sixth Objective to ensure and improve *technical quality, knowledge and services*
- two cross-cutting themes integral to achievement of the Strategic Objective Action Plans:

Gender – ensuring that gender equality becomes a regular feature of work on standard setting and of regional, sub-regional and country-level programme and projects;

Governance – focusing on interventions that improve interactions between multiple actors to foster improvements in governance without which it would not be possible to achieve the expected outcomes at global and national levels

¹ See policies on [Accountability](#) and [Risk Management](#)

- seven core functions as the primary means of FAO's action to achieve the Strategic Objectives through *normative and standard setting instruments; data and information; policy dialogue; capacity development; knowledge, technologies and good practices; partnerships; and advocacy and communication*
- the *Technical Cooperation Programme*, closely aligned with the Strategic Objectives through Country Programming Frameworks
- four Functional Objectives providing an efficient and effective enabling environment through *outreach; information technology; FAO governance, oversight and direction; and administration*, aligned with the Strategic Objectives.

3) **Implementation: principles, responsibilities, and accountability**

4. Strategic Objective (SO) Action plans provide the results-based framework for work planning, implementation and monitoring by Strategic Objective Coordinators, departments and decentralized offices, overseen by a Corporate Programmes Monitoring Board.

3.1 *Strategic Objective Action Plans - overview*

5. Action Plans are formulated for each SO in a results-based framework. The Action Plans describe the overall strategy that FAO will use to work on the issues and problems identified in each SO. They set out the main issues selected, the way in which Core Functions will be applied and identify areas where partnerships are needed. They also identify and describe Organizational Outcomes (OO) and Outputs to be produced by FAO. Indicators, baselines and targets are formulated by the SO teams, with the collaboration of OSP, to monitor and measure achievement of the Outputs and OOs and contributions to the development outcomes and indicators that are associated with each SO.

6. Work plans to implement the SO Action Plans include products, services and activities to be developed at FAO headquarters and in the field by different organizational units individually or in collaboration with other units, and the associated resource allocations. SO Action Plans are a basic instrument to unify the work done at headquarters and in decentralized offices (DOs) and also to articulate normative work and its application.

7. Implementation of the SO Action Plans is based on the application of the seven Core Functions which are the main instrument of FAO's work. The emphasis and relative importance of each Core Function applied will depend on the specific characteristics of planned Outputs and related products, services and activities.

3.2 *Overall Governance of the Strategic Framework: the Corporate Programmes Monitoring Board*

8. The Corporate Programmes Monitoring Board (CPMB) provides strategic direction, coordination, oversight and continuous review of the matrix approach for programme delivery, with a particular emphasis on the SO Action Plans. Standing members are: Director-General, DDG-O, DDG-NR, Director of Cabinet, all ADGs (HQ/ROs), Strategic Objective Coordinators (SOCs), and Director OSP (Secretary). The CPMB meets formally on a monthly basis and informally as needed.

9. In providing continuous review, the CPMB exercises permanent monitoring and evaluation of the work and performance of the new matrix approach and will meet as

necessary to perform this function. In the absence of the Director-General, the Deputy Director-General (Operations) will chair the meetings.

10. The SO Coordinators collectively, under the guidance of the Director OSP, ensure the overall coherence and integrated responses of the five Action Plans and resolve boundary issues that may emerge.

11. The Director OSP, as Secretary to the CPMB, will: i) validate the indicators and targets of the OOs and the Outputs; and ii) be the first instance for the evaluation of SOCs on the delivery of Outputs and achievement of the OOs specified in the Action Plans.

3.3 Strategic Objective Coordinators and Strategic Objective Teams

12. As established in the PWB 2014-15 the overall management of each Strategic Action Plan is led by a SO Coordinator.

13. Teams have been organized for each of the Strategic Objectives in order to oversee the implementation of the SO Action Plans, provide conceptual leadership, participate in the implementation, collaborate in the mobilization of external resources and provide overall institutional accountability towards meeting the targets defined for each Outputs and Organizational Outcome.

14. The SO teams have the following basic structure, but with the flexibility to meet specific SO implementation requirements.

SO Coordinator: D2 level (existing Division Director at headquarters), assigned by the Director-General, accountable for achievement of the Organizational Outcomes and delivery of the Outputs in the SO Action Plans (see Terms of Reference in Annex 1)

Deputy SOC: D1 level and if possible from a different department than the SOC, assigned by the Director-General (see Terms of Reference in Annex 2). Additional Deputies may be assigned as required at their grade level.

SO Core Team: up to ten staff members (full and part-time) designated by the SOC, including one or more deputies. Core Teams may be organized into sub-teams as needed (See Terms of Reference in Annex 3)

Regional Initiative Coordinator: D1 level, to coordinate and support the Delivery Managers in the implementation of and reporting on all Regional Initiatives in the Region (see Terms of Reference in Annex 4)

Regional Focal Points: one senior officer from each region, nominated by the ADG/RR in consultation with the SO Coordinators. Regional focal points will be part of the Core Teams

SO Team: staff and consultants contributing to implementation of the Action Plan

15. In implementing the PWB 2014-15, most staff in the technical departments and in decentralized offices will be assigned for a substantial part of their time to work on the Action Plans.

3.4 Work Planning for Strategic Objectives

16. During 2013, SOCs and their Teams elaborate their SO Action Plans and results frameworks, including Outputs and Indicators, and prepare work plans with Products, Services and indicative resource allocations (staff and non-staff), in consultation with headquarters and decentralized offices as well as the cross-cutting theme teams.
17. The aim is to apply a programmatic and synergistic approach by reaching agreement on the contributions that will be necessary from technical departments and decentralized offices staff in order to achieve Outcome indicator targets and to develop the appropriate mix of aligned FAO and partner contributions.
18. Work planning for the SOs is undertaken in three phases from March to December 2013, comprising:² i) high level strategic work plans, with SO/OO indicators and Outputs elaborated; ii) definition of Products/Services and Output indicators; and iii) planning for delivery of Products/Services.

3.5 Delivery of Products and Services

19. SOCs have the overall conceptual leadership and are responsible and accountable for the management and successful implementation of the SO Action Plans as verifiable through the delivery of Outputs and achievement of the OOs defined in the Medium Term Plan and Programme of Work and Budget. They are the overall budget holder for the Regular Budget resources assigned to the Action Plan.
20. Each Output has a number of defined deliverables (i.e. Products and Services) which are realized through FAO's activities. Delivery of the Outputs is organized primarily through time bound corporate *Initiatives*, or through ongoing *Corporate Technical Activities*.
21. Corporate *Initiatives* (e.g. Regional Initiatives, other areas of work) address a main theme of the SO and a related priority or problem at global, regional and/or country level in a time bound manner. The Initiatives make a direct contribution to the Outputs through the Products and Services and have demonstrable impact. Formulation of Initiatives is led by the SOCs in close collaboration with heads of Regional Offices and Technical Departments.³
22. Initiatives are implemented by delivery Managers. SOCs, in consultation with the relevant ADGs, select delivery Managers who organize interdisciplinary delivery teams. The Manager is delegated the authority of budget holder for the resources assigned to their team by the SOC. Departments/offices, in agreement with SOCs, allocate their staff for work on delivery teams, and supervise and support them in the production of products and services for delivering the Outputs, including prioritization of their time.
23. *Corporate Technical Activities* are mandated areas of work that require to be managed directly under the responsibility of heads of organizational units, contributing as appropriate to the five SO Action Plans, and the quality and integrity of FAO's technical work (Objective 6). Twelve existing areas of Corporate Technical Activities have been identified: i) statistics; ii) flagship publications; iii) core units for cross-cutting themes on gender and governance; iv) internal technical networks; v) Investment Centre; vi) FAO Regional Conferences; vii) bodies established by Article III of the FAO Constitution (CFS); viii) bodies established by Article V of the FAO Constitution (CCP, COAG, COFI, COFO); ix) bodies established by Conference and Council under Article VI of the FAO Constitution; x) bodies established under Article XIV of the FAO Constitution; xi) UN System and other global initiatives where FAO

² See guidelines for Preparation of Operational Work Plans for Strategic Objectives, and on Workforce Planning.

³ See [Guidelines for Implementation of Regional Initiatives](#)

formally participates; xii) other formal agreements other than projects (bilateral and non-governmental).⁴ Resources for carrying out these activities will be allocated directly by OSP to the delivery Manager concerned, to be planned under the SO work plans or Objective 6 as appropriate.

24. Administrative support to Managers and their delivery teams is provided by the department or office to which the Manager belongs. The department/office provides administrative supervision to the delivery Manager.

25. Departments/offices supervise their staff on technical (intra-disciplinary) matters, particularly on quality, competence, etc., as well as interdisciplinary skills and performance. Departments/offices will take special account of SO Action Plan needs when training and recruiting staff both with regard to specialization and interdisciplinary capability. Departments finalize PEMS of staff with inputs from SOCs and/or Managers as appropriate.

26. Each SO Coordinator will jointly monitor and evaluate progress and coherence of the work done by delivery Managers with the ADG of the department in which the Manager is located. This monitoring will include coherence between Outputs within Outcomes according to the work plan. Either party may call for a review of the work plan (time allocation, timeline, prioritization, skills etc.) to resolve issues and, if necessary, escalate to OSP, or to the CPMB for resolution of corporate matters.

3.6 Technical Departments

27. Technical departments will be the institutional home of staff. They will manage institutional matters and have overall responsibility for building up the technical capacity of the Organization.

28. In relation to the implementation of the SO Action Plans the technical departments will be directly responsible for: i) providing administrative support to Managers located in their departments and supervise them in these matters; ii) assigning, in agreement with SOCs, the staff who will contribute to the implementation of SO Action Plans; iii) supporting and supervising the quality of the work of the department's staff assigned to SO Action Plans; and iv) jointly overseeing and monitoring, with SOCs, delivery of assigned Products and Services.

29. Technical departments will have the following additional responsibilities: i) managing the Secretariats of the Technical Committees; ii) managing the Secretariats of the international conventions and treaty bodies; iii) managing other corporate technical activities as assigned; iv) organizing and managing Technical Networks along main disciplinary lines as an instrument for human resources capacity development, exchange of information and knowledge;⁵ v) participating in some normative work, as needed; and vi) maintaining institutional representational functions and relationships with appropriate counterparts. They will also participate in the process of securing extrabudgetary resources.

30. The terms of reference for the Technical Department ADGs are provided in Annex 5.

3.7 Programming cycle in decentralized offices in alignment with SO Action Plans

31. The first step in the programming cycle in decentralized offices is the development and approval of the Country Programming Frameworks (CPFs).⁶ In the CPF review and

⁴ See [Compendium of Corporate Technical Activities](#)

⁵ See note on [Technical Networks](#)

⁶ See [Country Programming Frameworks](#)

validation process put in place in 2013, it is established that: i) regional ADGs have the final responsibility for approving CPFs for FAO; and ii) during the quality control process, SO Coordinators have to be consulted for technical consistency with the SO Action Plans. The SO Coordinator may delegate to the regional focal point.

32. After the CPF has been agreed with the government, the FAOR under the supervision of the RR/ADG has to agree with the government the projects and assistance where the office will concentrate its work. Based on the top-down and bottom-up planning aspects of the new process, the Organizational Outcomes and Outputs of the SO Action Plans provide a comprehensive framework that over time will accommodate and respond to the priorities and demands of member countries.

33. The *guiding principle* is that FAO moves as rapidly as possible to a full programmatic alignment and convergence between programmes and projects in the DOs and the SO Action Plans and their results frameworks. In addition to being aligned with the SOs, a requirement of CPFs and project approval is that, in the coming years, FAO's work through projects in the DOs should align and contribute to one or more of the more specific SO Organizational Outcomes and Outputs through results that contribute to their indicators. Similarly, the SO Action Plans should support and encompass the work carried out through projects generated in the DOs.⁷

34. The *practical or operational issue* is how to promote and support focus and impact at country level, with an *effective alignment and convergence* of country-driven priorities and initiatives with the mandate and resources of the SO Action Plans. The FAOR, with the support from Regional Office and SOCs, will build focus and identify impact pathways based on existing projects and assistance, with possible limitations due to differences in time frames and current formulation of earmarked project resources. The FAOR will also be on the look-out for emerging circumstances that provide opportunities for impact or require changes in the focus of FAO's interventions and communicate those to the Regional Office and SOCs. FAO at the country and regional levels needs to have a certain proportion of its total available resources to respond to significant country demands that arise out of unplanned political, economic, social or environmental circumstances.

35. DOs have three main resource envelopes under the overall control of the RR/ADG: i) Regular Budget (staff and non-staff) assigned to the various offices in the regions; ii) TCP assigned to the regions; and iii) extrabudgetary resources. At least 50 percent of the resources falling in category (i) and all of the TCP resources are reserved for the implementation of projects that are derived from CPFs, are aligned to OOs, and are an integral part of the SO Action Plans. Some portion of the resources in category (i) can be utilized for activities such as technical assistance that have not been programmed under the CPFs. In all of these cases the SO Coordinators can and should contribute resources that are under their direct control to reinforce the project activities in the DOs, agreed upon with the FAORs and Regional ADGs, including through regional and country Initiatives. Funds from extrabudgetary resources should progressively align and converge as fast as practically and politically possible to the OOs defined in the SO Action Plans. Consequently, over time most projects and technical assistance in DOs should be linked to one or more of the SOs and related indicators through agreements with support from the SO Action Plan and delivery teams.

36. It is recognized that the Organization can and should move at different speeds in achieving alignment and convergence in each of the three resource envelopes listed above. It is possible to move faster in aligning TCPs with SOs, as well as the projects and technical

⁷ See Project Cycle – [Basic Principles and Guidelines](#) and [Guide](#)

assistance that will be funded by Regular Budget resources allocated to the regions, and more slowly in the case of actions which involve other donors and agencies. In the end, all activities funded from the three resource envelopes with the exception of the unprogrammed portion of the DOs Regular Budget [category (i) above], should converge and be aligned with the SO Action Plans.

37. The role of ADG/Regional Representatives in the implementation of the Strategic Framework is set out in Annex 6.

3.8 Objective on technical quality, knowledge and services

38. The main function Objective 6 on technical quality, knowledge and services is to contain the resources that will be directly managed by the technical departments for mandated technical activities relating to: technical networks⁸ and other activities to enhance the technical capacities of the Organization and manage the professional matters and needs of relevant technical staff in all locations; statistical work that creates the internal and external enabling environment for the delivery of statistical products that are global public good; and core units for cross-cutting themes on gender and governance. These resources include the assigned budget for salaries of their own staff and the non-salary resources assigned for the specific activities to be managed directly by the departments.

3.9 Cross-cutting themes (gender and governance)

39. Cross cutting themes are fundamental areas of work that need to be mainstreamed in all five SO Action Plans. A small core team of staff specialized in the needed knowledge and with the appropriate disciplinary backgrounds will be organized for each theme within an existing organizational unit.

40. In the case of Governance the core group is being organized in the Office of the ADG/ES. It will be supported by a larger group of staff from other organizational units who will assign part of their time to this activity. In the case of Gender the group has existed for many years, supporting the gender focal points throughout the Organization.

41. Core Teams for cross-cutting themes will have the following main responsibilities: i) provide concepts, methods and data, on their area of expertise, that are relevant and useful for the work done in the SO Action Plans; ii) support the actual work to be implemented in the Action Plans in their areas of competence; iii) promote dialogue, understanding and commitment to work on the cross-cutting themes; and iv) support capacity development within FAO and member countries in their areas of work.

42. Cross-cutting Core teams will be assigned non staff resources from Objective 6 to fulfill their work.

3.10 Work planning for Functional Objectives

43. The Functional Objectives (FO) provide the enabling environment (outreach, information technology, administration, FAO governance, oversight and direction) necessary for the successful delivery of FAO's programme of work. The FO results framework specifies the Outcomes, Outputs and key performance indicators to measure service delivery with policy coherence and continual improvement in performance and efficiency.

⁸ See list of [Technical Networks](#)

44. The responsible business units in the Apex, CS and TC plan their work under the FOs, applying corporate policies to define global products and services. The head of the business unit has the primary accountability for the effective, efficient and prudent use of resources in planning and implementing products and services. Regional Offices and Liaison Offices are responsible for providing the level of related services at their locations as agreed with the business units, and planning accordingly.⁹

4) Principles for allocation and management of staff and non-staff resources

4.1 Resources for planning

45. Resources will be allocated for planning purposes as follows:

- a) first, the resource allocation for Corporate Technical Activities and Functional Objectives (i.e. ring-fenced resources under SOs, Objective 6, Functional Objectives) for all concerned units will be determined by OSP based on the review of these areas being carried out with the CPMB;
- b) second, for the resources budgeted for decentralized offices (ROs, SROs, FAOR network), the Regional Representatives will provide to the SOCs an indicative breakdown of the allocation of these resources for planning purposes among the five SOs (after subtracting their resources allocated in (a) above) based on their contribution to Products/Services (mainly through Initiatives);
- c) third, OSP will provide the SOCs with an indicative resource allocation for planning purposes based on corporate guidance and taking account of (a) and (b) above.

4.2 Staff time and resources

46. Staff in technical departments and decentralized offices will be assigned to work on implementation of the SO Action Plans through corporate Initiatives, and on Corporate Technical Activities. SOCs in consultation with ADGs (Technical Departments and Regional Offices) and Division Directors will define the staff time needed and the specific work to be performed. Staff assigned to work implementation of SO Action Plans will be supported and supervised on the technical quality of their work by their departments

47. A part of the total staff time will be planned by ADGs and Division Directors for work assigned to the departments and for networking and staff development.

48. ADGs and Division Directors will manage the overall time allocation of each staff member and provide the overall evaluation of their performance taking into account reports from SOCs and/or Managers, following the PEMS system

49. Staff time and resources in the decentralized offices will be planned, managed and supervised by the ADG/RR or delegates in the decentralized offices, in consultation with SOCs for work under the SO Action Plans.

⁹ See guidelines on Preparation of Operational Work Plans for Functional Objectives

4.3 *Non-staff resources*

50. Non-staff resources budgeted under the SO's will be planned and allocated by SOCs, with the exception of resources for *corporate technical activities* that will be managed by ADGs or Division Directors.

51. Non-staff resources budgeted under the Functional Objectives will be planned and managed by the responsible department/office.

52. Non-staff resources budgeted in the decentralized offices will be planned and managed by the Regional Representative or delegates, in consultation with SOCs for work under the SO Action Plans.

5) **Resource Mobilization and Management**

53. Resource mobilization and management focuses on forging resource partnerships built on trust and mutual accountability so as to achieve adequate and more predictable voluntary contributions that fully support FAO to deliver the Strategic Objectives. FAO's biennial resource mobilization target is USD 1.4 billion for 2014-15, representing the share of voluntary contributions required to complement assessed contributions for the PWB.

54. Resource mobilization and management is underpinned by the following guiding principles:

- a) all resources mobilized support FAO's Strategic Framework and are therefore focused on achieving Members' goals and objectives and delivering on agreed results;
- b) resource partnership agreements comply with FAO's and resource partners' rules and regulations;
- c) all resources mobilized are monitored and accounted for, strengthening close relations with resource partners, and built on trust and mutual accountability;
- d) all resource mobilization efforts are coordinated and harmonized Organization-wide by establishing a supportive internal enabling environment;
- e) resource partners are engaged in a strategic dialogue, with the aim of attracting more "less-earmarked" funding.

55. The CPMB provides coordination and governance for resource mobilization, allocation and management through the Resource Mobilization and Management Strategy (RMMS) and Implementation Plan,¹⁰ which has four main outcomes:

- a) Consolidated, diversified and expanded base of FAO resource partnerships.
- b) Wide awareness of FAO priority areas of work and resource requirements, through the implementation of an outreach plan.
- c) Organization-wide culture and enhanced capacity for resource mobilization.
- d) Resource planning and use effectively managed and reported to Governing Bodies and external partners.

56. South South Cooperation Strategy is an integral part of FAO's Resource Mobilization Strategy.¹¹

¹⁰ See Resource Mobilization – [Roles and Responsibilities](#), [Guide](#) and [Tools](#)

¹¹ See South South Cooperation [Strategy](#) and [Guide](#)

57. All resources mobilized are managed in accordance with the guidelines and procedures set out in the Guide to the Project Cycle.¹²

6) Publications and External Communications

58. The publication process will follow the procedures delineated in the Publications Policy approved in the SMM.

59. Professional and well planned communication is essential for FAO's knowledge products and services to be fully used by all relevant stakeholders, thus contributing to the OOs. Strategic communications with Member States including through governing bodies is essential for building confidence and providing assurance of progress. The SOCs will work closely with OCC in preparing plans and materials for communicating the results produced under the action plans to relevant stakeholders, Members States and governing bodies, and the general public.

7) Monitoring and Evaluation Framework

60. The corporate monitoring and evaluation (M&E) framework will assess and measure corporate performance through a corporate system for monitoring and reporting on results and use of resources at global, regional, and country level. Tracking progress through the M&E framework will facilitate periodic performance monitoring and organizational learning and will help managers use emerging opportunities or take corrective action to achieve the expected results.¹³

61. The M&E framework is composed of three interlinked levels of results - Strategic Objectives (SOs), Organizational Outcomes and Outputs - that capture the stages along which FAO inputs are transformed into concrete results. At the core of the framework are the indicators that measure progress at each level of the framework, providing the basis for reporting and assessing how FAO's actions contribute to changes in and among countries.

62. The main information required to monitor and evaluate progress in work plan implementation and achievement of results includes:

- a) Strategic Objective (SO) level: monitoring of global progress (trends) in areas where FAO has committed to achieving developmental results;
- b) Organizational Outcome level: establishment of baselines and targets for country-based outcomes, with focus on national policy frameworks; monitoring of changes that have occurred in countries supported; assessment of contribution of FAO's Outputs in the progress and achievements of the Organizational Outcomes;
- c) Output level: establishment of targets; measurement of what has been achieved from delivery of products and services;
- d) Enabling environment: assessment of the extent to which statistics, gender, governance, outreach (partnership and communications), IT, direction and administration have been used to enhance design and delivery of results;
- e) Inputs and activities to deliver outputs: continuous monitoring of what is delivered by FAO, assessment of the adequacy of delivery between activities planned with those actually implemented, monitoring of input mix (e.g. staff, consultants, travel).

¹² See Project Cycle – [Basic Principles and Guidelines](#) and [Guide](#)

¹³ See [Corporate Monitoring System](#) and [Results Dashboard](#)

Annex 1: Terms of Reference for Strategic Objective Coordinators

The SO Coordinators (SOCs) will report to the Director-General through the Corporate Programmes Monitoring Board (CPMB) mechanism and will be responsible and accountable for the management and successful implementation of the Strategic Objective Action Plans as verifiable through the delivery of Outputs and achievement of the Organizational Outcomes (OO) to which FAO has committed through the Medium Term Plan and Programme of Work and Budget.

The Director of OSP will be the first instance for the evaluation of SOCs, under the PEMS system, for the delivery of the Outputs and achievement of the OOs in the Action Plans

Each SOC, assisted by a Deputy, will lead a small SO Core Team to support overall coordination, work planning and quality control in relation to the various teams with delegated tasks to implement components of the Action Plan. In doing so the SOC will:

- a) lead the process of conceptual development of the SO programme and action plan, and its continuous improvement, including the monitoring framework;
- b) lead work planning and priority setting, in collaboration with ADGs, for the effective implementation of the overall Action Plan and continuous improvement of FAO's products and services;
- c) lead a process through which necessary technical inputs from across the Organization are identified and mobilized for the delivery of planned Outputs and achievement of the Organizational Outcomes and SOs;
- d) in consultation with heads of departments and regional offices, identify individual staff members that will form part of the SO delivery teams, the inputs they will provide and the amount of time they are expected to contribute to the implementation of the Action Plan;
- e) provide overall guidance and support to staff members and consultants during the time they contribute to the implementation of the Action Plan. The SOC will be assisted in this task by the Core Team and designated delivery Managers;
- f) evaluate jointly with ADGs and delivery Managers, where appropriate, the work of staff members and consultants assigned to the implementation of Action Plans;
- g) as overall budget holder of the Action Plan, plan and allocate the use of budgeted non-staff resources and monitor the budget execution by delivery Managers;
- h) participate with the Director-General, DDGs and ADGs in the process of securing extra-budgetary resources for funding of the Action Plans, coordinated through the CPMB;
- i) consult on a regular basis with other SOCs and ADGs to ensure coherence across the five SO programmes and coherence with the overall programme of work of the Organization, using the CPMB as the platform for such coordination and consultation; and
- j) design and implement, in collaboration with OCC and other appropriate units, a communications strategy for the activities and accomplishments of the Action Plans.

Annex 2: Terms of Reference for Deputy Strategic Objective Coordinators

A Deputy SO Coordinator, assigned on a full-time basis, will report to the SOC and be a member of the SO Core Team. The staff assigned, if not already at Director level, will be assigned at D1 level ad personam for the duration of the Deputy assignment. Additional Deputies with specific duties may be assigned as required at their grade level.

In particular the Deputy SOC will be responsible and accountable for the monitoring and follow-up activities that are necessary at all management levels in relation to the overall implementation of the SO Action Plans. SO monitoring activities are organized within the framework of the unified Corporate Monitoring System and related corporate guidelines. The Deputy SOC will, in line with corporate standards and in close consultation with OSP:

- a) guide the formulation and review of the SO organizational outcomes and outputs and related targets and indicators, and products, services and activities;
- b) lead the monitoring and reporting of achievement of planned outputs and outcomes by measurement of targets and indicators;
- c) monitor budget implementation for all sources of funds and follow-up with delivery managers to resolve issues arising;
- d) monitor operational aspects related to inputs used, main activities completed and delivery of products and services and follow-up with delivery managers on issues arising;
- e) participate in the formulation and review of the unified Corporate Monitoring System.

As a member of the SO Core Team, the Deputy SOC will also:

- a) contribute, as required, to the work planning, priority setting and implementation of the SO Action Plan including overall guidance and support to staff and consultants;
- b) participate, as appropriate, in the evaluation of the work of staff members and consultants assigned to the implementation of the Action Plan.

Annex 3: Terms of Reference for SO Core Teams

The SO Core Team will assist the SO Coordinator. Specifically, the Core Team will:

- a) assist the SOC in the conceptualization of the SO Action Plan, formulation of the Organizational Outcomes and indicators, Outputs, work planning, budget implementation and monitoring and evaluation of activities;
- b) identify the resources required to ensure a successful delivery of the Action Plan and establish the appropriate links/networks with the technical divisions and decentralized offices at working and managerial level to allocate appropriate staff resources to the SO;
- c) ensure activities across delivery teams are adequately coordinated;
- d) assist the SOC and ADGs in the overall management, supervision and monitoring of the implementation of the Action Plan and related corporate Initiatives;
- e) ensure close interactions with the decentralized offices on the formulation of the country, sub-regional and regional programmes, including the regional Initiatives;
- f) plan and undertake SO advocacy activities and communications; and
- g) promote partnerships with relevant institutions and organizations.

Annex 4: Terms of Reference for Regional Initiative Coordinators

In order to strengthen the programming and implementing capacities in the Regional Offices, the role of Regional Initiative Coordinator (RIC) is created at each Regional Office. The staff assigned as RIC, if not already at Director level, will be assigned at D1 level ad personam for the duration of the RIC assignment.

Each RIC will dedicate at least 50 percent of their time to the function, depending on requirements for the region, to be agreed by the Regional Representative and the Deputy Director-General (Operations). Staff designated as RICs will include the role as part of their PEMS agreement.

The function of the RIC is to coordinate and support the work of the Delivery Managers in the implementation of and reporting on all Regional Initiatives in the Region, and support the Regional Representative in the substantive formulation and monitoring of the overall Regional Programme. Specifically:

- a) The RIC is accountable for delivery of RIs in the Region, by coordinating and providing support to the work of the DMs of the RIs. The work of the DMs includes the organization and management of interdisciplinary delivery teams, management of assigned resources, and delivery of products and services at regional level with focus on producing intended results. DMs report to the Regional Representative through the RIC.
- b) The RIC reports to the Regional Representative and maintains a close relationship with the SO Core Teams on substantive matters. In this regard they coordinate, support and contribute to the timeliness and quality of the support provided by headquarters for the implementation of the RIs in the region.
- c) The RIC has specific responsibility for monitoring the implementation of all RIs in the Region within the context of the unified Corporate Monitoring System, in close collaboration with the Deputy SOCs.
- d) The RIC together with ADG/RR assists the DMs in their leadership role for mobilizing resources for the RIs.
- e) The RIC also informs progress on delivery of the RIs to ODG within the context of the ODG monitoring and following the module of the Corporate Monitoring System.
- f) RICs may be invited to participate in CPMB meetings when required.

Annex 5: Terms of Reference for Technical Department ADGs

ADGs of technical departments will lead the departments and have responsibility for the enhancement of technical capacities within the department, the successful implementation of specified corporate technical activities that has been assigned to the department, contribute to the successful implementation of SO Action Plans, and participate in the overall management of the Organization.

In fulfilling these responsibilities, ADGs, with the participation of Division Directors, will develop the following main functions.

1. Organize and lead the department with the objective of maintaining and enhancing its technical strengths and capacity to deliver in its technical areas of mandate, including:
 - a) implement a human resources policy for the department seeking to adjust and strengthen its technical capacities in response to the requirements of the new Strategic Framework and the MTP;
 - b) organize and supervise the Technical Networks and other knowledge sharing mechanisms, inside and outside the department, designed to improve the learning and knowledge exchange activities of staff within the department and of all other staff with similar disciplines that have been assigned to the decentralized offices
2. Develop and implement specific Corporate Technical Activities including areas of normative work that are the direct responsibility of the department and for which the department is the budget holder. In particular: i) FAO's Technical Committees; ii) Article XIV bodies iii) flagship publications; and iv) other assigned corporate technical activities.
3. Contribute to the implementation of the SO Action Plans and ensure the technical quality of the contributions made by department's staff assigned to the delivery teams, including:
 - a) participate in overseeing the Action Plans through participation in the Corporate Programmes Monitoring Board;
 - b) identify and assign, together with SO Coordinators, individual staff members who will assign time, and the amount of time assigned, to the implementation of Action Plans;
 - c) support and supervise on administrative matters the Managers located in the department;
 - d) support and supervise all staff in the department for work on activities for delivering the assigned products and services, including prioritization of their time and on technical (intradisciplinary) matters particularly quality, competence, etc., as well as interdisciplinary skills and performance;
 - e) jointly with SOCs oversee the work of the delivery teams located in the department;
 - f) take account of SO Action Plan needs when training and recruiting staff both with regard to specialization and interdisciplinary capability; and
 - g) finalize, with inputs from SOCs and Managers the performance evaluation of their department's staff who have been assigned to work on the SO Action Plans.
4. Participate in the overall management of the Organization through:
 - a) participate in and contribute to the managerial processes that lead to the formulation of new institutional policies and guidelines;
 - b) represent FAO in international events and other representational activities as determined by the Director-General;
 - c) participate with the Director-General, DDGs and SOCs in the process of securing extrabudgetary resources, coordinated through the CPMB.

Annex 6: Role of ADG/Regional Representatives in implementing the Strategic Framework

The ADG/Regional Representatives have the overall responsibility for enhancing and deploying FAO's technical capacities in the region including for technical assistance, overseeing the preparation of Country Programming Frameworks, the development and implementation of regional initiatives and projects in their regions, and contribute to the successful overall implementation of SO Action Plans.

The ADG/RRs carry out the following functions:

1. Organize and lead the regional office and the sub-regional and country offices under their mandate with the objective of maintaining and enhancing the offices' technical strengths and capacities to deliver the required technical and advisory work to countries and other regional stakeholders.
2. Oversee the development and approval of CPFs in all countries of the region and coordinate mobilization of extrabudgetary resources in line with the CPFs.
3. Contribute to the implementation of SO Action Plans, including:
 - a) participate in the overseeing of SO Action Plans through participation in the Corporate Programmes Monitoring Board;
 - b) oversee the development and implementation of projects and assistance funded from regional resources that contribute to the priorities identified and agreed with the country within the CPF and contribute to the Organizational Outcomes selected in the SO Action Plans;
 - c) negotiate and agree with the SO Coordinators the non-staff resources, from regional resources and from those under the control of the SO Coordinators, that will be allocated to the implementation of Regional Initiatives and activities in the region that contribute to the SO Action Plans;
 - d) identify, in consultation with the SO Coordinators, and supervise the individual regional staff members who will assign time to the development and implementation of the SO Action Plans;
 - e) supervise through the Regional Initiative Coordinator the Delivery Managers of regional Initiatives and other projects for which they are responsible;
 - f) manage in collaboration of the SO Coordinator the delivery of regional projects to their contribution to the agreed outputs; and
 - g) coordinate with SO Coordinators the formulation and implementation of projects funded by extrabudgetary funds that have been allocated for implementation to the regional office.