



a **GUIDE**

to the formulation of the  
**Country Programming  
Framework (CPF)**



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# TABLE OF CONTENTS

ABBREVIATIONS	V
FOREWORD	VII
INTRODUCTION	IX
I WHAT IS A CPF?	12
1.1 Defining CPF	13
1.2 Preparing a CPF in different country situations	15
1.3 Principles of the CPF	16
II THE CPF FORMULATION PROCESS	20
2.1 The CPF and country programming	21
2.2 The CPF formulation cycle	22
<b>Phase 1 Starting</b>	<b>24</b>
Step 1.1 Institutional arrangements	25
Step 1.2 Concept Note	26
<i>Validation of the Concept Note</i>	26
<b>Phase 2 Setting priorities</b>	<b>28</b>
Step 2.1 Situation Analysis	29
Step 2.2 Assessing comparative advantages	31
Step 2.3 Prioritising FAO's work: The Priority Matrix	32
<i>Validation of CPF Strategic Priority Areas</i>	34
<b>Phase 3 Programming for results</b>	<b>36</b>
Step 3.1 Building the CPF Results Matrix	38
Step 3.2 M&E and implementation arrangements	41
<i>Validation and endorsement of the CPF</i>	44
III OUTLINE OF THE CPF DOCUMENT	46
IV ROLES AND RESPONSIBILITIES	50
V GLOSSARY OF TERMS	54

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**LIST OF BOXES**

<b>BOX 1</b>	FAO Core Functions	13
<b>BOX 2</b>	CPF in brief	14
<b>BOX 3</b>	UN Common Programming Principles	16
<b>BOX 4</b>	Deciding on the scope of the situation analysis	30
<b>BOX 5</b>	Five principles of managing for results	37
<b>BOX 6</b>	Defining the CPF results	37
<b>BOX 7</b>	Review and reporting mechanism – A quick overview	43
<b>BOX 8</b>	CPF reporting lines	43

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**LIST OF CHARTS**

<b>CHART 1</b>	Components of FAO's Country Programming	21
<b>CHART 2</b>	Assessing FAO Comparative Advantages	31

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**LIST OF TABLES - TEMPLATES**

<b>TABLE 1</b>	CPF Priority Matrix – Template	33
<b>TABLE 2</b>	CPF Results Matrix (Part A) – Template	39
<b>TABLE 3</b>	CPF Results Matrix (Part B) – Template	39
<b>TABLE 4</b>	Monitoring Framework – Template	42
<b>TABLE 5</b>	CPF Action Plan – Template	42

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# ABBREVIATIONS

<b>ADG / RR</b>	Assistant Director-General / Regional Representative
<b>ASWAp</b>	Agriculture Sector-Wide Approach
<b>CA</b>	Comparative Advantages
<b>CAADP</b>	Comprehensive Africa Agriculture Development Programme
<b>CAP</b>	Consolidated Appeals Process
<b>CCA</b>	Common Country Assessment
<b>CO</b>	Country Office
<b>CPF</b>	Country Programming Framework
<b>CWP</b>	Country Work Plan
<b>DRM</b>	Disaster Risk Management
<b>DRR</b>	Disaster Risk Reduction
<b>IADG</b>	Internationally Agreed Development Goals
<b>IASC</b>	Inter-Agency Standing Committee
<b>IEE</b>	Independent External Evaluation
<b>IPA</b>	Immediate Plan of Action
<b>MDGs</b>	Millennium Development Goals
<b>MDT</b>	Multidisciplinary Team

<b>MTP</b>	Medium-Term Plan
<b>NIP</b>	National Investment Plan
<b>NMTPF</b>	National Medium-Term Priority Framework (renamed CPF)
<b>NPFS</b>	National Programme for Food Security
<b>NRA</b>	Non Resident Agency
<b>PA</b>	Priority Areas
<b>PoA</b>	Disaster Risk Management Plan of Action
<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>PWB</b>	Programme of Work and Budget
<b>QCPR</b>	Quadrennial Comprehensive Policy Review
<b>RBM</b>	Results-Based Management
<b>RO</b>	Regional Office
<b>SRC</b>	Subregional Coordinator
<b>SRO</b>	Subregional Office
<b>TCPR</b>	Triennial Comprehensive Policy Review
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Framework
<b>UNDG</b>	United Nations Development Group

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# FOREWORD

In 2000, the world community agreed on the [Millennium Development Goals](#) (MDGs) to be achieved by 2015. The MDGs, along with the 2005 [Paris Declaration on Aid Effectiveness](#) and 2008 [Accra Agenda for Action](#) have set a new context for FAO operations.

FAO's commitment to the guidance provided by the [Triennial/Quadrennial Comprehensive Policy Review \(TCPR and QCPR\)](#) of the UN General Assembly for improving the effectiveness of UN development activities (TCPR [2004](#), [2007](#) and the QCPR 2012)<sup>1</sup> was fully endorsed by the FAO Conference in 2005, [2007](#), [2009](#) and [2011](#). This guidance and participation in the [Delivery as One](#) initiative has created new opportunities and challenges for FAO's work at the country level, notably with respect to prioritization, resource mobilization and the identification of comparative strengths in an increasingly competitive environment.

Following the [Independent External Evaluation \(IEE\)](#) of FAO and the [Immediate Plan of Action \(IPA\) for FAO renewal \(2009-2011\)](#) established to operationalize the implementation of the IEE recommendations, organizational reforms were put into place to increase the effectiveness of decentralized offices and enhance FAO's contribution to the development of national capacities in partner countries. The ongoing FAO reform focuses on results-based management, an initiative to improve how FAO prioritizes, oversees and assesses its work in order to produce clear, measurable results, and ultimately to deliver a more effective service. Within this context, greater attention is being given to strategic programming at the country level.

Inspired by the IEE, a Strategic Evaluation of FAO Country Programming took place in 2010, with special attention given to the National Medium-Term Priority Framework (NMTPF). The findings and recommendations of the Evaluation, together with the [Management Response](#) (August 2010), were endorsed by the [104th](#) and [108th](#) sessions of the FAO Programme Committee, which confirmed the important role of the NMTPF and recommended how to further improve its effectiveness and impact.

The Strategic Evaluation also recommended changing the name of the NMTPF to the Country Programming Framework (CPF) and called for a full integration of CPF planning with corporate planning and other country-level programming frameworks. It further called for better harmonization and synchronization of the CPF with the country planning cycle and the United Nations Development Assistance Framework (UNDAF) process.

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<sup>1</sup> The next Comprehensive Policy Review is expected in 2012, as the General Assembly has decided to move to a quadrennial cycle (QCPR).

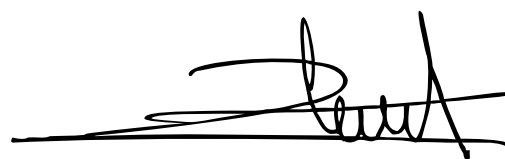
The CPF represents a milestone in the implementation of the decentralization reform of FAO and lays the basis for a more integrated and bottom-up approach to the FAO Programming Process. Its translation into effective country programmes is tightly linked to the implementation of other components of the FAO reform, including the Subregional and Regional programming modalities, the introduction of results-based management, the structure and functioning of decentralized offices, the Resource Mobilization and Management Strategy and the decentralization of the Technical Cooperation Programme (TCP).

The quality of the CPF depends on gaining access to adequate information and human and financial resources. Capacity strengthening is critical to CPF formulation and implementation and is an integral part of the CPF process.

This practical Guide is intended to support the implementation of the new FAO country programming policy and principles. It emphasizes the opportunity presented by the CPF formulation process for improved efficiency, coherence and consistency with corporate efforts in support of the achievement of Country, Subregional, Regional and Global Development Objectives. It also stresses the corporate nature of the CPF and the key role to be played by the FAO offices, and particularly by the FAO Representatives (FAORep), in leading the formulation and implementation process.

The Guide is a result of a wide and inclusive consultation process that involved both headquarters' units and decentralized offices. It benefited from the lessons learned through experience and the dedication of many people, including officers from the Country, Subregional, Regional and headquarters' offices, as well as international consultants, to whom this document is highly indebted.

Although its preparation has carefully taken into account the many comments, inputs and suggestions received from various units, there is still room for improvement. This Guide should therefore be considered a living document and, as such, open to regular revision.

A handwritten signature in black ink, consisting of a series of loops and strokes, positioned above the printed name and title.

Laurent Thomas  
Assistant Director-General  
Technical Cooperation Department



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# INTRODUCTION

The Country Programming Framework (CPF) builds on experience accumulated since the introduction of the NMTPF in 2005, following the FAO Decentralization Reform and the corresponding shift in the Organization's way of working. The CPF takes a results-based approach, in line with the Results-Based Management (RBM) principles and accountability to which FAO has made a commitment in the framework of the Paris Declaration and follow up to the Accra Agenda for Action.

The CPF represents a major step in the transition from a demand-driven and ad hoc project approach to a longer-term needs-driven results approach. Under the new approach, FAO country-level support contributes to national strategic objectives and capacity development based on the priorities agreed with the government and the development community. Such priorities are in line with FAO's mandate as expressed in the corporate Strategic Objectives, Subregional and Regional Priorities and the priorities agreed by the UN Country Team (UNCT) and the government in the UNDAF or similar exercises.

The main purpose of this Guide is to provide all practitioners and partners involved in formulating the CPF with practical approaches and tools for implementing the new policy and principles of country programming. The Guide is not intended to be prescriptive. It is conceived in such a way so as to leave ample space for the formulators to determine the most appropriate scope and approach given the country situation, while ensuring that minimum quality standards for the CPF are met in all cases. It is also intended to be a support tool but not a substitute for capacity strengthening of all actors involved in CPF formulation, which remains a *sine qua non* for quality CPFs.

To facilitate the practical use of the Guide, the structure is based on self-contained chapters that provide all the information that users may need on a specific topic or step of the CPF process. The reader is also given the opportunity to access support tools and guidance notes, which provide detailed explanations of how to conduct key analytical and programming steps. This is done either through hyperlinks in the case of on-line guidelines or through a companion toolkit in the case of printed copies.

As of today, seven tools and five technical guidance notes have been developed, including:

Tools	Technical Guidance Notes
Tool 1 - Stakeholder Analysis	<a href="#"><i>Country Programming Framework – integrating gender issues</i></a> (FAO, 2010)
Tool 2 - Cause and Effect Analysis	
Tool 3 - Options and Comparative Advantage Analysis	<a href="#"><i>Capacity assessment methodology and tools, containing also an ultralight checklist for NMTPF, UNDAF, and UN Joint Programmes</i></a> (FAO, 2010)
Tool 4 - Priority Setting	
Tool 5 - Formulating Results	<a href="#"><i>Guidelines for addressing rural employment and decent work in the Country Programming Framework</i></a> (FAO, 2011)
Tool 6 - Monitoring, Evaluation and Reporting	<a href="#"><i>Guidance note on integrating food and nutrition security into country analysis and UNDAF</i></a> (UNDG, 2011)
Tool 7 - Quality Assurance Mechanism	<a href="#"><i>Guidelines on addressing statistical capacity in Country Programming Framework</i></a> (FAO, 2012)

The Guide comprises the following chapters: Chapter 1 defines the CPF, describes the relative focus of the CPF in various country situations and highlights the principles underpinning the CPF. Chapter 2 provides an overview of FAO's country programming process and describes the main steps in the CPF formulation cycle and its links to the UNDAF programming process. Chapter 3 provides an annotated outline of a CPF document and illustrates which annexes to the CPF document are compulsory or recommended. Chapter 4 outlines the roles and responsibilities of FAO units at all levels of the Organization for the formulation of a CPF. Chapter 5 provides the glossary of terms.

Further information, methodological tools and examples of CPF processes are available on the CPF intranet site at <http://intranet.fao.org/cpf/en/>.



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# I. WHAT IS A CPF?

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1.1 Defining CPF

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1.2 Preparing a CPF in different country situations

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1.3 Principles of the CPF

## 1.1. Defining CPF

A Country Programming Framework (CPF) is required for all countries receiving FAO support, regardless of the status of the FAO Representation. Any exception must be proposed by FAO Country Representatives to the ADG/RR, who assesses the reasons for the request.

The FAO country programming process consists of three main pillars: i) national priorities established by the government: these define national development objectives on agriculture<sup>2</sup>, food security and rural development and are the prerequisite for the preparation of a CPF; ii) the CPF; and (iii) the FAO Country Work Plan (CWP), which describes how the results defined in the CPF will be achieved in a given biennium. The CPF therefore establishes the strategic link between a country's development goals and [FAO's Strategic Framework](#) and [Medium-Term Plan](#) (MTP).

**Component of the country programming process**

The CPF is the tool used by FAO to define the medium-term response to the assistance needs of member countries in pursuit of national development objectives that are consistent with the FAO Strategic Framework and Regional Priorities, the MDGs and other Internationally Agreed Development Goals (IADGs).

**FAO medium-term response to assistance needs**

The CPF defines the priorities for collaboration between FAO and the government and the outcomes to be achieved in the medium-term (4-5 years, aligned to national planning cycles) in support of national agriculture, rural development and food security development objectives as expressed in national development plans: Poverty Reduction Strategy Papers (PRSP), Comprehensive Africa Agriculture Development Programme (CAADP)/ Compact, national food security strategies, national agricultural strategies, etc. it defines the priority areas for sustainable development of national capacities in the policy enabling environments in its organizations and individuals.

### Box 1: FAO Core Functions

- Monitoring and assessment of long-term and medium-term perspectives
- Development of international instruments, norms and standards
- Policy and strategy options and advice
- Technical support to promote technology transfer and build capacity
- Advocacy and communication
- Interdisciplinarity and innovation
- Partnership and alliances
- Information and knowledge management

**Prioritization and results setting tool for FAO support**

The CPF also describes the types of interventions/outputs needed to achieve the outcomes, focusing on FAO Core Functions as the critical means of actions to be employed by FAO to achieve results, embodying the Organization's mandate and comparative advantages.

<sup>2</sup> The term agriculture in this document refers to the activities in crops, livestock, fisheries, aquaculture and forestry sub-sectors.

The CPF takes a results-based approach that builds on FAO's comparative strengths. The management dimension of the CPF is reflected in the Results Matrix around which the document is articulated. The Matrix facilitates monitoring the progress towards the achievement of agreed outcomes, through the use of performance indicators, baselines and targets.

#### **Management tool**

Adequate, predictable, timely and multiyear funding is a prerequisite for an effective, coordinated and coherent programme at the country level. The CPF contributes to improving the predictability of such funding through more strategic and integrated use of regular programme budget funds, better alignment of extrabudgetary resources with national and organizational priorities and innovative approaches to fund mobilization (e.g. through the "Delivering as One" mechanism, the establishment of "One UN Funds" to finance joint programmes and other sector-wide funding initiatives). The role of the CPF in resource mobilization is further detailed in the FAO Corporate Resource Mobilization Strategy and in the Guide for Resource Mobilization.

#### **Resource mobilization tool**

The CPF contributes to the UN common programming process at the country level through: i) a situation analysis and review of relevant national policies, thereby contributing to UN-led needs assessments and analytical activities, such as the Common Country Assessment (CCA), which focuses on agriculture, rural development, food security and other FAO-mandated areas; ii) CPF Priority Areas, which guide FAO's involvement with partners and contribute to defining the scope of UNDAF priorities; iii) the CPF Results Matrix, harmonized with the UNDAF Results Matrix; and iv) the identification and development of UN Joint Programmes.

#### **Input into the UNDAF process**

The CPF facilitates dialogue with the government, external development partners and other national stakeholders, respecting their roles and responsibilities, in the pursuit of commonly defined objectives. It raises awareness about FAO's mandate and also outlines the potential to deliver humanitarian assistance and development support and builds constituencies for FAO's work.

#### **Dialogue and advocacy tool**

The CPF formulation and implementation processes also open the way to enhance partnerships with governments, national stakeholders, external partners and UN system agencies at the country level. It emphasizes FAO's catalytic role in developing sustainable capacity in the agricultural, food security and rural development sectors.

#### **Partnership tool**

### **Box 2. CPF in brief**

The CPF provides answers to a series of key questions that most FAOREps would consider as fundamental to defining FAO's presence in any partner country:

- What are the major agricultural and FAO-related challenges that affect the country?
- Who is doing what to address these challenges and support the country in achieving development objectives in FAO-mandated areas?
- What are the comparative advantages of FAO in the country? What has been the additional value of FAO activities in that context?
- Where should FAO focus its activities in the next four to five years, taking into account what other development partners are doing in the country?
- What results should FAO expect to achieve with its interventions in the medium-term?
- How can funds be mobilized to support those activities?
- How can FAO interventions at the country level be monitored following Managing for Results principles?

## 1.2. Preparing a CPF in different country situations

The following section describes scenarios that may affect the process, the scope and the nature of the CPF.

In countries where FAO has neither a Resident Representative nor a Country Office, a lighter version of the CPF may be preferred and the programming effort limited to FAO's participation in the UNDAF formulation process, to the extent that FAO's ongoing/planned work in the country is reflected in UNDAF.

**Countries without representation**

*Scenario 1.* The government may not be sufficiently informed about the CPF and its benefits for FAO's assistance to the country. If needed, the FAORep or the Subregional Coordinator (SRC), possibly with the support of the country's Permanent Representative to FAO, can explain FAO's new working environment and business model, including the advantages of the CPF.

**Countries not willing to engage in CPF formulation**

*Scenario 2.* The government may not want to engage in separate planning processes with each of its development partners. In this case, the integration of the CPF formulation process with existing planning mechanisms should be considered, for example with the CAADP/COMPACT, One UN programming processes and PRSPs. A CPF document should still be prepared, for FAO internal use, drawing on the results obtained during this process.

*Scenario 1: Emergency response.* If the country needs to respond to an immediate crisis, FAO short-term emergency interventions represent an integral part of the Country Work Plan. FAO's response will focus on food and nutrition security and the restoration of livelihoods. FAO will provide assessments, contribute to UN appeals, implement relevant programmes and projects, and lead or support the cluster approach.

**Disaster prone countries**

Subsequent actions addressing prevention and transition issues should be reflected in the CPF. In these situations, the formulation of the CPF can be initiated, even unilaterally if the government does not have the necessary resources or capacities to support it. The CPF may thus take the form of a rehabilitation strategy plan, harmonized with government policies and programmes, and focusing on relief and rehabilitation outcomes.

*Scenario 2: Disaster risk reduction/management.* The country aims to avert disasters and threats (e.g. natural disasters, plant pests and animal diseases, climate change, forest wild fires, economic shocks and complex emergencies). In such a scenario, the country may want to focus on reducing the vulnerability and enhancing the resilience of agricultural systems and livelihoods against threats and emergencies in order to protect and strengthen the food and nutrition security of farmers, fishers, pastoralists and forest-dwellers. FAO supports institution strengthening and governance for Disaster Risk Reduction and Management (DRR/M), information and early warning, preparedness for effective response and recovery and adoption of policies, technologies, approaches and practices that increase resilience. The CPF should thus incorporate important medium-term DRR/M outcomes, where appropriate to ensure government priorities are taken into account.

## 1.3. Principles of the CPF

The CPF formulation is co-led by the FAO Country Office<sup>3</sup> and the national counterpart designated by the government. **Leadership**

The CPF is co-owned by the government and FAO, with the strong involvement of concerned national stakeholders, including the private sector and civil society. The CPF document must be endorsed by the government. In the case of complex emergencies, when FAO is addressing sensitive humanitarian issues involving beneficiaries that are not under the control of the government, the approval of the government may not be required in order to maintain the operational independence of the Organization in line with the [Humanitarian Principles](#). **Ownership**

The CPF demonstrates the commitment of FAO, given the availability of adequate resources, to supporting the government in its efforts to achieve development objectives and to implement the IADG/MDGs. By endorsing the CPF, the government in turn commits to providing collaboration and support for resource mobilization as well as the implementation of the CPF. **Mutual commitment and accountability**

The CPF is driven by country needs and global development priorities in agriculture (including fisheries and forestry), food security, natural resource development (including climate change) and rural development. It is informed by FAO's Strategic Framework, FAO Regional Priorities and the Common UN Agenda at the country level, and adheres to the UN Common Programming Principles. The CPF programming cycle is aligned with national planning and the UNDAF cycle. **Alignment**

### Box 3. UN Common Programming Principles

UN principles	FAO relevance and commitment
Gender equality	Gender equality is central to FAO's mandate for achieving food security for all by raising levels of nutrition, improving agricultural productivity and natural resource management and improving the lives of rural population. This is why FAO's Strategic Framework identifies gender equity as one of the Organization's key objectives. FAO can achieve its goals only by simultaneously working towards achieving gender equality and supporting women's roles in agriculture. In order to achieve its mandate, FAO will integrate gender issues in all facets of its work. It will ensure that all its research, work on developing normative public goods, policies, country programmes and projects and technical interventions address gender equality and pay attention to gender-differentiated impacts. Working towards gender equality will increase the impact of FAO interventions, while at the same time contributing to the achievement of the broader UN goal of human rights and social justice.

<sup>3</sup>. This role is played by the SRC in countries without an accredited FAORep. In the absence of a Subregional Office (SRO), this role is played by the ADG/RR.



## UN Common Programming Principles

Environmental sustainability	FAO supports the implementation of the major environmental conventions: the United Nations Framework Convention on Climate Change (UNFCCC), the United Nations Convention on Biological Diversity (UNCBD) and the United Nations Convention to Combat Desertification (UNCCD).
Capacity development	Capacity Development is crucial to FAO's mandate as it involves FAO supporting nationally-owned and nationally-led processes to develop the capacities of organizations and individuals as well as the enabling environment. With a focus on sustainability over time, this comprehensive approach involves participatory approaches with multiple stakeholders and the strengthening of both technical and non-technical capacities. The new approach is outlined in the recently approved <a href="#">Corporate Strategy on Capacity Development</a> .
Human rights-based approach	The <a href="#">Right-to-Food</a> approach and the promotion of the right to decent work for rural people, particularly in the agricultural sector, are key concerns for the Organization.
Results-Based Management	The Immediate Plan of Action includes a series of reform measures relating to the introduction of results-based management at FAO, including better management and development of human resources, alignment of individual and organizational goals and a new Strategic Framework. The Strategic Framework embodies the overall goals of FAO's Members, and sets out measurable indicators for FAO's contributions toward those goals.

The CPF seeks to identify and foster synergies, complementarities and partnerships with national and international humanitarian and development partners, in the spirit of the [Paris Declaration](#) and [Accra Agenda for Action](#), as well as the recommendations of the [Inter-Agency Standing Committee](#) (IASC) on enhanced coordination of humanitarian assistance and aid effectiveness.

**Complementarity and synergy**

The CPF is a flexible tool that takes country situations into account and allows for adjustments – with the government's agreement – due to changing circumstances. Flexibility is particularly important when FAO is involved in an emergency response in the aftermath of an unforeseen crisis.

**Flexibility**

The CPF focuses on a limited set of national priorities reflecting the importance the government attaches to the areas within FAO's mandate in which the Organization has a strong capacity to deliver and demonstrable comparative advantages *vis-à-vis* other development partners.

**Strategic nature**

The CPF identifies indicative resource requirements for its implementation, the financial resources that are likely to be available, and the financial gap i.e. the resource mobilization target. In addition to the support expected from FAO's own resources, realistic assumptions should be made as to what resources can be raised from national budget allocations, public or private investment, bilateral assistance and other funding sources.

**Financial feasibility**



## Aligning the CPF with the UNDAF process

The CPF is a vehicle for enhancing FAO's contribution to the UN programming processes. FAO is an active member of the UN Country Team (UNCT) and, as such, it frequently interacts with other UN agencies at the country level. This contact is encouraged by both the United Nations General Assembly and the FAO Conference. It is in the context of such interactions that FAO pursues common objectives and shares common approaches and modalities with the rest of the UN system. For this reason, FAO applies the five UN Programming Principles agreed by the United Nations Development Group (UNDG).

FAO interacts with the other members of the UNCT in several processes that may relate to the CPF:

- The Common Country Assessment (CCA), where relevant;
- The UNDAF;
- The “Delivering as One” initiative, which was launched in a few pilot countries to explore how the UN agencies can work more effectively and coherently together;
- Joint Programmes with UN agencies to pursue common objectives and targets through joint efforts; and
- Several common initiatives of Joint Advocacy.

The CPF needs to be aligned to UNDAF in terms of its strategic purpose and intents, procedural requirements and, to the extent possible, its programming cycle, which, in turn, is expected to be aligned to the national programming cycle. This does not mean that the timelines for CPF and UNDAF preparation must be identical, but they should be compatible and coherent so that FAO can effectively participate in the UNDAF process, ensuring common objectives, and at the same time, support its own programming goals.

A comprehensive approach to CPF alignment with the UNDAF process is illustrated in the [Guidance note on integrating food and nutrition security into country analysis and UNDAF](#), which is expected to orient the UN Country Teams on food and nutrition security, maximizing synergies between FAO and the other members of the UNCT on the basis of their respective comparative advantages.



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# II. THE CPF FORMULATION PROCESS

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2.1 The CPF and Country Programming

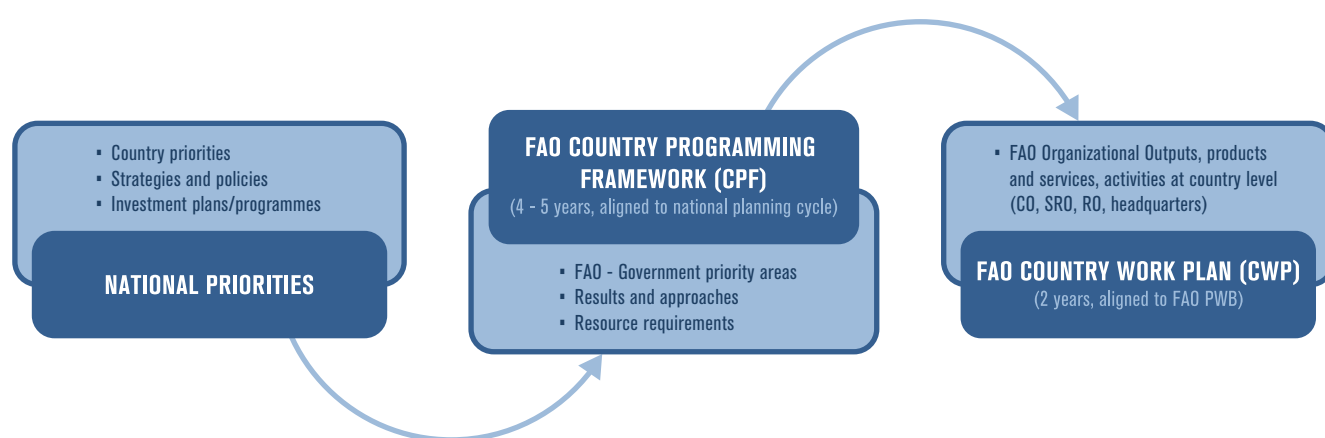
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2.2 CPF formulation cycle

## 2.1. The CPF and country programming

The *Strategic Evaluation of FAO Country Programming* recommended integrating FAO Country Programming with the RBM approach adopted by the new Strategic Framework and, to the extent possible, ensuring a unified Country Programming, Reporting and Accountability Framework. Within this context, the CPF has been recognized as having a key role in FAO Country Programming, along with the two other elements, namely national priority setting (which is a responsibility of governments) and the Country Work Plan that operationalizes the CPF in a given biennium (Chart 1).

**Chart 1. Components of FAO's Country Programming**



The CPF is rooted in processes whereby the government and national stakeholders, in dialogue with development partners, identify development priorities for agriculture-related sectors. This adheres to UN General Assembly Resolution [59/250](#) on the TCP, which states that governments have the primary responsibility for the development of their countries and for identifying their development priorities. FAO is committed to contributing to the country's objectives that fall within its own mandate and Strategic Framework.

### Setting country priorities

Member countries generally define their development priorities in national development plans, sector and subsector strategies, sector policies, poverty reduction strategies and food security strategies and programmes. Those priorities are reflected in agricultural sector strategic plans, Agriculture Sector-Wide Approaches (ASWAp), CAADP-COMPACT and National Investment Plans (NIP), National Programmes for Food Security (NPFS), etc. If a country has not formulated any of the above priority setting instruments or programmes, it is the role of the FAORep to sensitize the government regarding the need to do so and to offer assistance to enhance policy-making capacity, either through supporting national capacity to formulate strategies and policies or by facilitating the introduction of instruments such as NPFS.

FAO provides technical, policy and other capacity development support within the broad context of strengthening national capacity to achieve results. Accordingly, the CPF defines the expected, sustainable results to be achieved by FAO within the context of the priority development objectives set by countries. These results establish a strategic link between the country's development goals and FAO's Strategic Framework and MTP, and outline the input of FAO to the UN Country Programming Process.

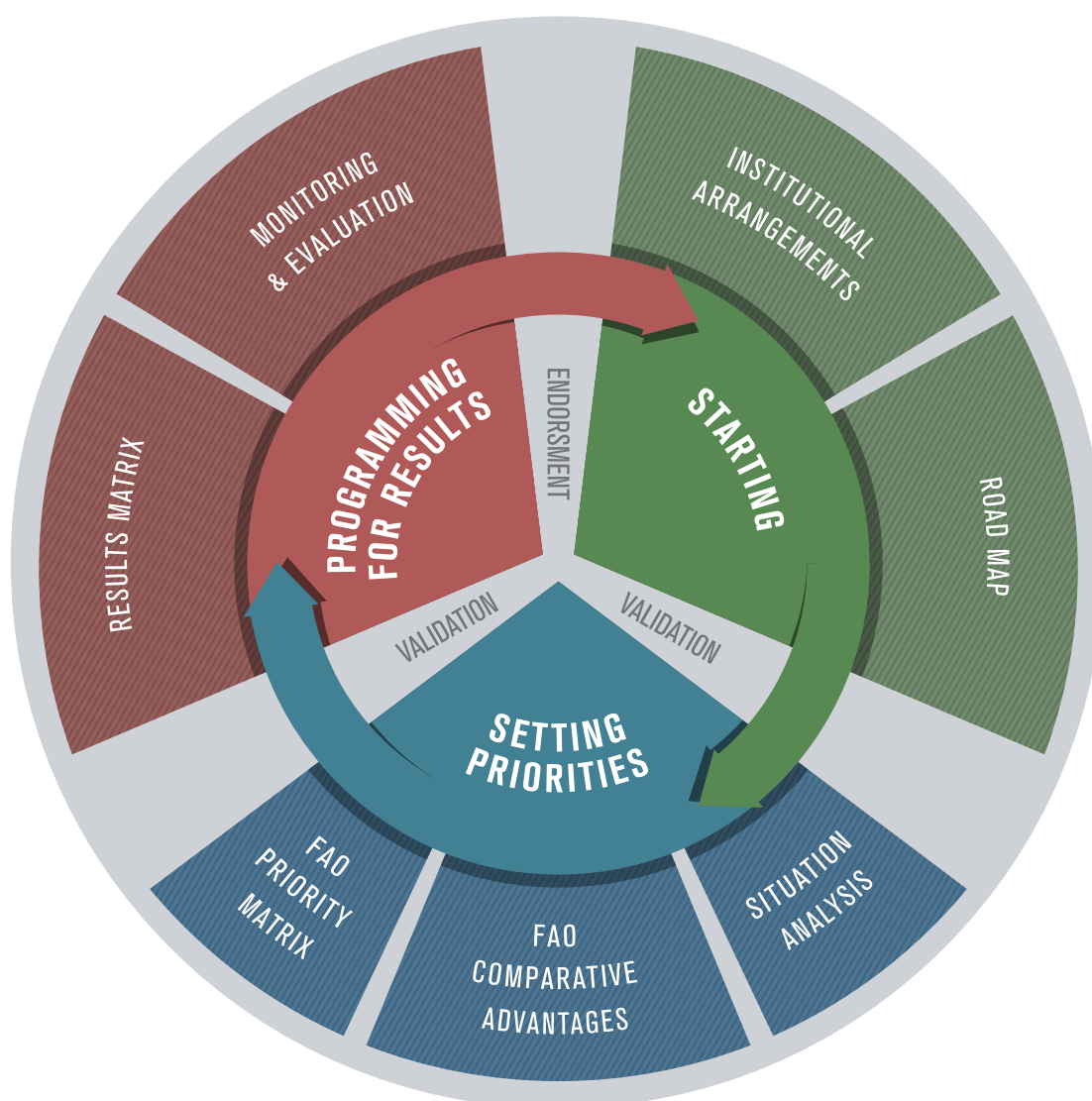
### Country Programming Framework

A biennial CWP represents the operational link between FAO's strategic and operational planning frameworks and FAO country programming, and defines how the CPF results will be achieved in the short term. The CWP encompasses the totality of work undertaken by the Organization in and with a particular country during a given biennium. The scope of the CWP may be beyond the FAO deliverables reflected in UNDAF. The CWP is aligned to the biennial PWB cycle and provides the basis for short-term accountability, monitoring and reporting on FAO's work in support of national priorities.

### Country Work Plan

## 2.2. The CPF formulation cycle

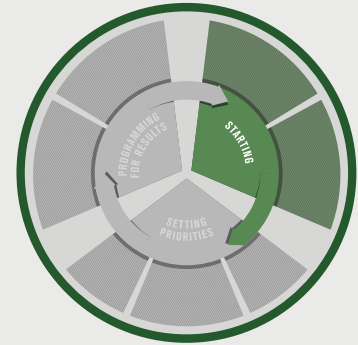
The CPF formulation process consists of a series of activities that can be grouped in three main phases, as illustrated below: 1) Starting; 2) Setting priorities; 3) Programming for results.





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## PHASE 1. STARTING




The start of CPF formulation consists of preparatory activities, based on an agreement between the government and FAO to undertake the process, either for the first time or for a new cycle. It is important that the CPF process is conceived, from the beginning, in harmony with the national planning cycle, as well as the UN programming cycle. If the CPF is initiated when a UNDAF process is already underway, the FAORep should ensure that the formulation of the CPF builds on the already existing process and does not contradict what FAO is pursuing with the UNCT.




## Step 1.1. Institutional arrangements

FAO and the government agree to launch the preparation of the CPF. A formal government request is needed only when a TCP facility is used for CPF formulation. The agreement, generally reached between FAO and the Ministry of Agriculture or another relevant ministry, is followed by a joint decision on institutional arrangements, which define the roles and responsibilities of various participants and the involvement of national stakeholders in the formulation of the CPF.

WHAT?	HOW?	WHO?
<b>1. Government and FAO agree to start the CPF process</b>	<p>In case of a first CPF, FAO informs and sensitizes relevant government counterparts as to the value added of this tool and reaches an agreement to launch the CPF formulation process.</p> <p>If it is a new CPF cycle, the agreement should be reached during the last year of the CPF programming cycle – after the final self-assessment of the CPF implementation.</p> <p>Upon government agreement, other national and international partners are informed about the process and their expected involvement. An inception workshop could be an opportunity to start involving relevant stakeholders.</p>	<p>The FAORep or, in the case of a Non-Resident Agency (NRA) status, the officer designated by the ADG/RR. The Assistant FAORep - Programme, or Emergency Coordinator, if applicable, may play this role.</p> <div>  <b>TIP</b>                      The CPF process preferably starts when the government starts its preparation for the new planning cycle or other national programming processes (PRSP, COMPACT, NIP, etc.), or when the UN starts the CCA/UNDAF process.                 </div>
<b>2. Mobilization of financial resources for CPF formulation</b>	<p>Funding can be raised under the TCP facility, subject to government agreement (see <a href="#">TCP Manual</a>). Other options should be also considered where available.</p> <p>Funding can be used, <i>inter alia</i>, for i) the recruitment of national and international experts; ii) FAO technical backstopping (e.g. travel costs); iii) Letters of Agreement (or similar arrangements) to cover the costs for the organization of consultation meetings/ workshops.</p>	<p>The FAORep or, in the case of NRA status, the officer designated by the ADG/RR.</p> <p>The Field Programme Support and Monitoring Officer (SRO).</p> <p>The Regional Senior Field Programme Officer (RO) may be consulted.</p>
<b>3. Establishment of a CPF Country Core Team led by the FAORep and the Steering Committee led by the government (optional)</b>	<p>The composition of the CPF Country Core Team is at the discretion of the FAORep and the government. Advice may be sought from Subregional Offices (SRO), Regional Offices (RO), and headquarters.</p> <p>The government may also set up a Steering Committee to oversee the formulation process. It should include all concerned government departments/ ministries, FAO, farmers' organizations, civil society organizations, private sector and other relevant stakeholders as appropriate. Experience suggests that this helps ensure the government's ownership of the process.</p> <p>Time allocated to the services provided by FAO staff in support of the CPF process shall be reflected in individual and Unit Work Plans.</p>	<p>The FAORep may delegate the coordination role to the Assistant FAORep (Programme) or Emergency Coordinator. Excessive reliance on consultants to lead the process should be avoided.</p> <p>At a minimum, the members of the CPF country core team include: i) the FAORep and the Assistant FAORep (Programme); ii) a designated government focal point; and iii) technical experts present in the country office. It may also include iv) other national and international experts, v) technical officers from the relevant ministries and v) FAO technical officers from SRO, RO, headquarters, as needed, and in particular, those with ongoing activities in the country.</p>

## Step 1.2. Concept note

The CPF concept note describes the approach to the CPF formulation process, including main actors, the roadmap, the communication and resource mobilization aspects, taking into account the country specific context, the role of FAO and the resource partners' environment. The Concept Note, *inter alia*, facilitates adequate planning of human and financial resources in support of the CPF formulation process.

WHAT?	HOW?	WHO?
<b>Preparation of a Concept Note</b>	<p>The main elements of the Concept Note:</p> <ul style="list-style-type: none"> <li>• The rationale for CPF formulation;</li> <li>• A preliminary context analysis - the conditions and challenges that may affect/shape the process and lessons learned from the past;</li> <li>• A list of relevant stakeholders to be involved and their roles (see <i>Tool 1 - Stakeholder Analysis</i>);</li> <li>• A preliminary analysis of FAO's record in the country - most recurrent sector / areas of intervention (see <i>FPMIS</i>);</li> <li>• An initial mapping of resource partners - priorities and actions (see <i>Agriculture Development Assistance Mapping Tool, ADAM</i>) and the elements of the Resource Mobilization Strategy / Action Plan. The full Strategy / Plan will be developed / implemented alongside the CPF formulation process (see <i>Guide on Resource Mobilization – soon to be published</i>);</li> <li>• Elements of the communication strategy and plan: sensitizing in-country stakeholders about the CPF process and results is important, and should form part of each FAOR's overall communication strategy and plan. Simple guidelines for developing a communication strategy and plan are available <a href="#">here</a>;</li> <li>• A detailed Road Map highlighting the main steps and milestones, the actors, and a time schedule;</li> <li>• An estimate of resources required for the formulation process.</li> </ul>	<p>The CPF Country Core Team.</p> <p>CPF Focal Points at SRO/RO/ headquarters (see <a href="#">list</a>).</p> <p>Other relevant technical officers may be consulted.</p> <div>  <b>Linking CPF Roadmap to National and UNDAF planning process</b> </div> <p>To the extent possible, the CPF roadmap should be aligned to the UNDAF roadmap, and other ongoing national planning processes to ensure harmonization and avoid duplication.</p> <p>See <a href="#">Chart</a> showing inter-linkages between the CPF and the UNDAF process.</p>
<b>Validation of the Concept Note</b>	<p>The validation of the Concept Note is the first step in the overall Quality Assurance Mechanism. The Concept Note is validated by the government as well as by the CPF Focal Point of the closest Decentralized Office (SRO/RO). See further details in <i>Tool 7 - Quality Assurance Mechanism</i>.</p>	



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## PHASE 2. SETTING PRIORITIES



The main purpose of this step is to identify strategic areas where FAO should focus its support to the country, taking into account national and FAO priorities, and actions being taken by other development partners. The CPF priority-setting process consists of several steps: (i) a situation analysis; (ii) mapping of development partners and identification of FAO's comparative advantages; and (iii) identification of priority areas for FAO's support.

Extensive consultation with government officials, national stakeholders, external development partners and UNCT is essential. This consultative process should be at the strategic level to address questions of sustainability, systematic issues of policy (and related monitoring mechanisms and data requirements), organizations and institutions. Consideration should be given to how FAO can support the country to develop its capacities along these lines.

## Step 2.1. Situation Analysis

The Situation Analysis provides an accurate assessment of socio-economic development issues and challenges, national priorities, relevant stakeholders and capacities at policy, organizational and individual levels to address those challenges.

WHAT?	HOW?	WHO?
<p>Key questions:</p> <ul style="list-style-type: none"> <li>• What are the key development challenges and opportunities in FAO mandated areas?</li> <li>• What are the national priorities and how do related strategies, policies and plans address those challenges?</li> <li>• Who are the relevant stakeholders, including vulnerable and marginalized groups, their interests and needs?</li> <li>• In the national priority areas, what are the capacity needs at policy, organizational and individual levels where FAO's support may be useful to address identified challenges?</li> <li>• What data and monitoring mechanisms are available in the country to support policy making and measure progress in key priority areas?</li> </ul>	<p>In addressing those questions, it is important to:</p> <ul style="list-style-type: none"> <li>• Maximize the use of existing analytical work conducted by the government, FAO, UN and others (see Box 4 about the scope of the CPF Situation Analysis);</li> <li>• Undertake more detailed analysis if required to fill gaps;</li> <li>• Build on lessons learned from past FAO experience in dealing with similar /related challenges.</li> </ul> <p>The following tools are available to support the Situation Analysis:</p> <ul style="list-style-type: none"> <li>• Cause and Effect Analysis;</li> <li>• Stakeholder Analysis;</li> <li>• Capacity Assessment Analysis;</li> <li>• Gender Analysis;</li> <li>• Poverty Analysis and Livelihoods, Institutions and Vulnerability Analysis (including Employment Analysis);</li> <li>• Food and Nutrition Security Analysis.</li> </ul>	<p>The CPF Country Core Team.</p> <p>FAO technical staff/experts present at the country level.</p> <p>National and international experts for the specific technical assignments (e.g. detailed studies).</p> <p>SRO, RO or headquarters for technical back-stopping. This support is crucial in the absence of relevant technical expertise at country level.</p>

### TIP

The timing of the situation analysis does not necessarily coincide with the CPF formulation process. The FAORep may decide to conduct this activity as part of: i) the CCA conducted by UNCT, when this takes place before the CPF formulation starts; or ii) various assessments conducted in support of the preparation of national sector strategies, plans and programmes, with FAO's support.

A detailed situation analysis (e.g. sector review) can be a resource-demanding exercise and may not be completed within a CPF formulation timeline. It is therefore advised to conduct a preliminary situation analysis based on consultations with key partners, which would subsequently be completed as part of the CPF implementation. In this case, the situation analysis would be included in the CPF as an area of support of FAO.

## Box 4. Deciding on the scope of the situation analysis

The very first purpose of any Situation Analysis is to assess possible gaps of existing work conducted at the country level in particular with regards to the five UN Principles and key cross-cutting areas of FAO's Mandate. Three possible ways of completing a situation analysis are:

- |   |   |
|---|---|
| <i><b>Scenario A:</b> A comprehensive Situation Analysis and well-defined development priorities already exist.</i>   | ➔ A review and a synthetic summary of existing documents, highlighting main problems and challenges.  |
| <i><b>Scenario B:</b> The review of existing documents highlights knowledge gaps that do not allow the countries to make a comprehensive assessment of priorities to be addressed by the country.</i> | ➔ Ad hoc studies/reviews to fill the information gaps.  |
| <i><b>Scenario C:</b> The country does not have a comprehensive situation analysis.</i>   | ➔ FAO sensitizes the government and other partners on the need to engage in a thorough Situation Analysis to identify development challenges. |



## Linking CPF Situation Analysis to the UNDAF analysis

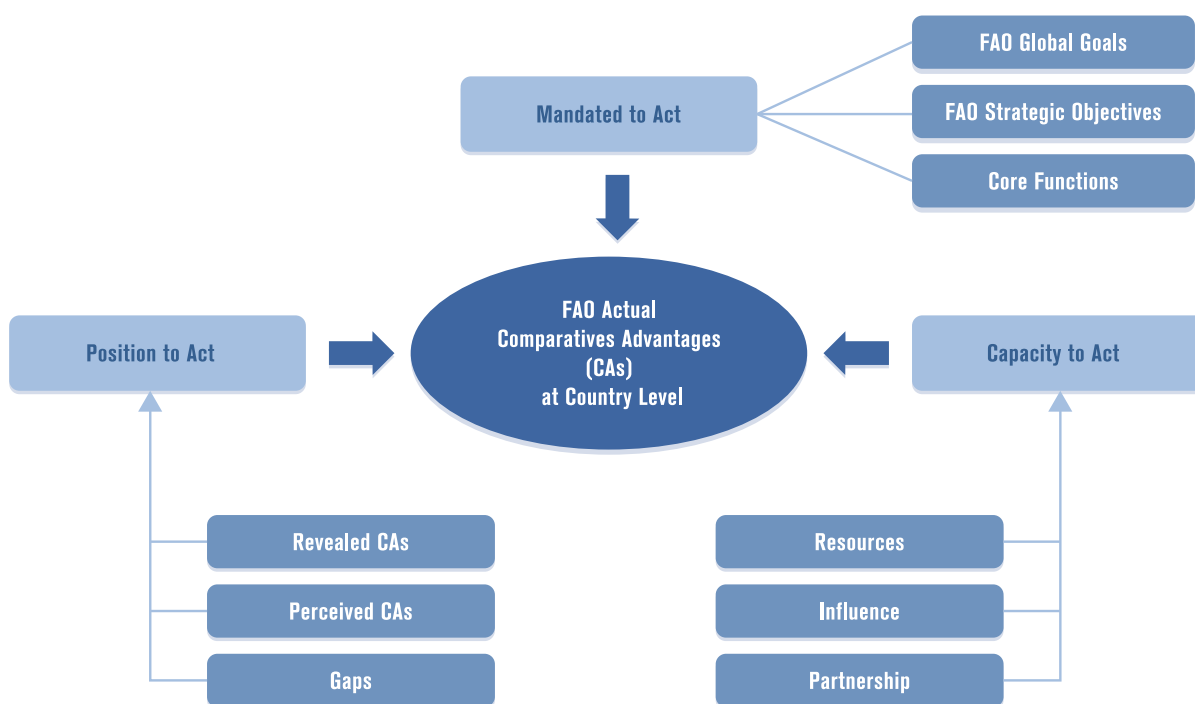
- When the analytical phase of the UNDAF process starts, FAO is expected to contribute to the UNDAF country analysis and prioritization process on the basis of the conclusions of the CPF Situation Analysis. It is, therefore recommended that the CPF Country Core Team undertake the Situation Analysis at least three months before the Country Analysis for UNDAF begins.
- When the UNCT does not intend to formulate a CCA but participates in other government-led analyses, FAO is still expected to identify challenges/gaps in areas that correspond to its Mandates as a contribution to the UNDAF process, in full coordination with the above mentioned analyses.
- If the CPF process is launched when a new UNDAF programming cycle has already started and UNCT has completed its analytical phase, the CPF Situation Analysis will take into account the conclusions of that analysis, reducing consultations accordingly, except for those analyses specifically required for CPF formulation.

## Step 2.2. Assessing Comparative Advantages

Comparative Advantage (CA) Analysis is a realistic assessment of the expertise and value-added that FAO can provide *vis-à-vis* other development partners at the country level as a contribution to the identified national development issues and challenges. CA analysis contributes to minimizing redundancies, identifying synergies and complementarities and improving coordination.

WHAT?	HOW?	WHO?
<p>The following criteria are proposed to assess FAO's actual CAs at the country level:</p> <ul style="list-style-type: none"> <li>• Mandate to act</li> <li>• Position to act</li> <li>• Capacity to act</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Mandate to act</i>: assess if the identified issue/problem and suggested approach to address it is coherent with FAO's Global Mandate and Goals, Strategic Objectives/ Organizational Results and Core Functions.</li> <li>• <i>Position to act</i>: assess FAO's position at (sub) regional and country levels, considering: FAO's priorities at (sub) regional levels and FAO's activity record in the country vis-à-vis other development partners (revealed CA). Assess the perceptions that relevant stakeholders have about FAO's CA (perceived CA). Analyse whether there are gaps, i.e. areas within FAO's Mandate that are not receiving adequate external development assistance.</li> <li>• <i>Capacity to act</i> – Assess FAO delivery capacity (human and financial), the capacity to influence key decision- makers for the sustainability of results as well as the potential to develop synergies and joint activities with other stakeholders to strengthen impact.</li> </ul> <p>For a detailed approach on Comparative Advantage Analysis, see Tool 3 - Options and Comparative Advantage Analysis.</p>	<p>The CPF Country Core Team in close collaboration with in-country stakeholders and relevant technical officers at SRO/RO/head-quarters level.</p>

Chart 2. Assessing FAO Comparative Advantages (CAs)





## TIP

Partner mapping is key to identifying opportunities for partnerships and synergies between FAO and other UN agencies. Useful tools to facilitate such a mapping are:

- [ADAM](#), providing users with information on who does what in supporting agriculture and other FAO-mandated areas at the country level, facilitating the assessment of the revealed CAs;
- [FPMIS](#), providing users with information about FAO activities in the country.

## Step 2.3. Prioritizing FAO's work: the Priority Matrix

Prioritization of FAO's work is a critical step towards ensuring a strategic focus at country level. It relates identified FAO comparative advantages to the identified needs and challenges within the context of national sector priorities. The main result of this step is the identification of the Priority Areas for FAO-government collaboration that are described in the CPF Priority Matrix.

WHAT?	HOW?	WHO?
<p><b>1. Identification of CPF Priority Areas</b></p> <p>CPF Priority Areas represent a subset of national priorities, and are defined as the nexus between these national priorities and FAO actual comparative advantages in a country.</p> <p><b>2. Preparation of the CPF Priority Matrix</b></p> <p>The Matrix lists agreed priorities and shows their coherence to national development and sector priorities, UNDAF priorities, FAO Subregional and Regional priorities, including those expressed in other country programming frameworks (COMPACT, SWAp, etc).</p> <p>See Template in Table 1.</p>	<p><b>Prioritization criteria</b> preferably emerge from a dialogue with the national stakeholders. However, there are a few essential criteria to be taken into account:</p> <ul style="list-style-type: none"> <li>• FAO Comparative Advantages;</li> <li>• Alignment with national sector programmes;</li> <li>• Potential for mobilizing resources.</li> </ul> <p>Additional criteria may include:</p> <ul style="list-style-type: none"> <li>• Existing enabling conditions and capacities that facilitate the achievement of results;</li> <li>• Ability to produce the highest level of impact.</li> <li>• Likelihood of sustainability (involving all three dimensions of enabling environment, organizations and individuals);</li> <li>• Contribution to MDGs and other IADGs.</li> </ul> <p>The CPF Priority Areas should be limited to a manageable <b>number</b> based on the FAO's delivery capacity. As a general rule, the number may be restricted to <i>three to four</i> priorities.</p> <p><b>Emphasis</b> should be given to areas that <i>target upstream support from FAO</i>, while limiting technical co-operation and direct operational implementation to pilot interventions and relying on complementary interventions of other entities for downstream initiatives (NGOs, national institutions, private sector, and, in some cases, bilateral agencies).</p> <p>See further details in <i>Tool 4 - Priority Setting</i>.</p>	<p>The CPF Country Core Team, in collaboration with the SRO, RO or headquarters technical officers.</p>



**Table 1. CPF Priority Matrix – Template** [An example is provided in the toolkit]

CPF priorities	Relevant national sector priorities	FAO Regional/ Sub-regional Priorities	Relevant UNDAF priorities	Other national/ regional and international frameworks and commitments
CPF Priority Area A:				
CPF Priority Area B:				
CPF Priority Area C:				



## Linking CPF Prioritization to the UNDAF process

Through the preliminary identification of CPF Priority Areas, FAO contributes to the definition of the UNDAF Priority Areas. This is why it is important that the CPF Situation Analysis and the CPF Prioritization Process start in advance of the finalization of the UNDAF Strategic Prioritization.

Once the UNDAF Priority Areas are agreed upon with the government and the UNCT, FAO will, if necessary, revise its Priority Areas in the CPF in order to ensure full alignment and compatibility between CPF and UNDAF.

## Validation of CPF Strategic Priority Areas

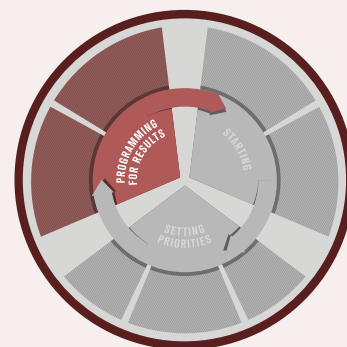
The validation of the Priority Areas marks the completion of the strategic part of the CPF process. The purpose of the review is to provide an opportunity for timely inputs to the process and to reach consensus among FAO, government and other relevant in-country stakeholders around the main strategic orientations of FAO's work at country level.

WHAT?	HOW?	WHO?
<p><b>Review of the strategic component of the CPF document by relevant FAO and in-country stakeholders.</b></p> <p>The document should contain elements of the first three chapters of the CPF document, i.e.:</p> <ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Situation analysis</li> <li>3. FAO comparative advantages and priority areas for government-FAO collaboration.</li> </ol> <p>[See Chapter III: Outline of the CPF document]</p>	<p><b>Review by the in-country stakeholders</b> through bilateral meetings, consultation workshops or other events.</p> <p>The review and discussions focus on the relevance aspect of the CPF, pertinent to government and development partners such as:</p> <ul style="list-style-type: none"> <li>• Soundness of the Situation Analysis;</li> <li>• Consistency of proposed priorities vis-à-vis identified problems and proposal for any additional, if needed;</li> <li>• Consistency of the proposed priorities with the perceived FAO comparative advantages by the government and other development partners;</li> <li>• Sustainable approaches adopted focusing on the development of organizations and changes in the policy enabling environment;</li> <li>• Complementarities and synergies with other partners;</li> <li>• Alignment and strategic fit of CPF Priority Areas with Country Sector objectives and UNDAF.</li> </ul> <p>This step aims to reach consensus on the CPF Priority Areas and to gather suggestions on the tentative CPF results as input for the next phase.</p>	<p>The FAORep, in consultation with in-country stakeholders.</p>
	<p><b>Internal FAO review:</b> The FAORep submits the document to the CPF focal point of the closest Decentralized Office (SRO/RO) who ensures that the document is reviewed by the relevant FAO units (SRO/RO, headquarters) and provides a consolidated feedback to the FAORep. A technical review of the CPF at each level of the Organization (SRO/RO, headquarters) is coordinated by their respective CPF Focal Point.</p> <p>The review focuses on the aspects of the CPF relevant to FAO:</p> <ul style="list-style-type: none"> <li>• Soundness of the Situation Analysis and contribution to the identification of capacity gaps;</li> <li>• Consistency of proposed priorities vis-à-vis identified problems and proposal for any additional, if needed, for government consideration;</li> <li>• Consistency of the proposed priorities with FAO CAs and contribution to the identification of synergies and partnerships with others;</li> <li>• Assessment of the alignment and strategic fit of the proposed CPF Priority Areas with (Sub) Regional Priorities and Regional Results (if applicable) and Organizational Results.</li> </ul> <p>This step aims at reaching consensus on the CPF Priority Areas as well as gathering suggestions to improve the document and identify tentative results as input for the next phase.</p> <p>The main elements of the review/validation are described in detail in the <a href="#">Quality Assurance Checklist</a> provided in the Tool 7 – Quality Assurance Mechanism.</p>	<p>FAO CPF Focal Points at SRO/RO/headquarters level and relevant FAO technical officers (see <a href="#">list</a>).</p>



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## PHASE 3. PROGRAMMING FOR RESULTS



The CPF adopts the RBM Approach and Principles (see Box 5) and ensures that the CPF Priorities are translated into a manageable set of results – impact, outcomes and outputs – that describe FAO’s strategic focus in a country and how those results will contribute to the FAO Corporate Results Framework i.e. Regional Results and Organizational Results. The CPF outputs are further detailed – in terms of activities, financial resources, and time lines – in the biennial CWP.

## Box 5. Five principles of managing for results

1. At all phases of the work — from strategic planning to implementation, monitoring and evaluation — the focus of the dialogue between the partner country, FAO, other development partners and national stakeholders will be on results;
2. All programming, monitoring and evaluation activities will align to the agreed expected results;
3. The results reporting system will be kept as simple, cost-effective and user-friendly as possible;
4. A fundamental rule is “to manage for results” and not “to manage by results”;
5. Results information will be used for management learning and decision-making, as well as for reporting and accountability.

## Box 6. Defining the CPF results

<b>CPF Impact</b>	It is the contribution that FAO is expected to make towards national priorities. It relates to the long-term development changes to which FAO contributes. It is either derived from the priorities or development goals stated in the national development plans or policies and strategies and/or from UNDAF.
<b>CPF Outcome</b>	It is defined as the measurable uptake of the FAO contribution to the achievement of the country development objectives and of the Regional and Organizational Results within the CPF time frame.
<b>CPF Output</b>	A CPF output is defined as a significant and measurable result of FAO activities in the country, usually through projects and programmes that contribute to achieving the CPF outcome.

## Step 3.1. Building the CPF Results Matrix

The Results Matrix is the main output of this phase of the formulation process. It constitutes the reference tool for monitoring the performance of FAO's interventions in support of a country's development objectives. The Results Matrix is fully integrated with the FAO's Strategic Framework and aligned to the national (if available) and UNDAF Results Frameworks.

WHAT?	HOW?	WHO?
<p>Identification of results and preparation of the Results Matrix, that includes the following elements:</p> <ol style="list-style-type: none"> <li>1. CPF Priority Areas</li> <li>2. CPF results</li> <li>3. Indicators, means of verification and assumptions</li> </ol>	<p>In defining the number of results and the level of the detail of the results chain, it is worth considering:</p> <p><b>Impact:</b> The attribution of impacts is a well known problem and may be difficult to measure. A qualitative description of the contribution of FAO is, however, desirable.  <i>An impact statement can be defined for each priority area or for a CPF as a whole.</i></p> <p><b>Outcomes</b> are measured and resourced and thus presented in the Matrix with targets, indicators, assumptions and resource requirements.  <i>For each priority area, preferably there is only one CPF outcome.</i></p> <p><b>Outputs</b> are included in the CPF either: i) as deliverables and included in the Results Matrix with targets and indicators; or ii) are only described in the narrative of the document with information about the type of interventions that FAO intends to undertake to achieve the outcomes.  <i>For each outcome, preferably there are no more than three outputs.</i></p> <p>The final decision on the most suitable and manageable number of outcomes and outputs, and the way in which the outputs are represented in the CPF, are left to the judgement of the FAORep in consultation with the relevant stakeholders.</p> <p>For further details, see <i>Tool 5 - Formulating Results</i>.</p>	<p>CPF Country Core Team in consultation with:</p> <p>National stakeholders (e.g. ministries or other entities; development partners, etc.);</p> <p>FAO technical officers (CO, SRO, RO and headquarters units);</p> <p>The Field Programme Support and Monitoring Officer at SRO level;</p> <p>The Senior Field Programme Officer at RO level.</p>
<ol style="list-style-type: none"> <li>4. Total resource requirements, available funding and resource mobilization target</li> <li>5. Partners - Implementing and collaborating government agencies and development partners.</li> </ol> <p>Tables 2 and 3 below provide a template for the CPF Results Matrix, articulated in two parts (Parts A and B).</p>	<p><b>The total resource requirement</b> for the achievement of each of the CPF outcomes is defined on the basis of the agreed approaches/outputs for the achievement of respective outcomes. A due consideration should also be given to the resources that are required for carrying out the activities related to M&amp;E functions throughout the CPF implementation process.</p> <p><b>The resource mobilization (RM) target</b> is defined as the difference between the total resources required and the resources already available, including those in the pipeline for which the funding source has been confirmed.</p> <p>The estimate of total resources required as well as the RM target <i>do not represent a commitment</i>, but serve to facilitate the joint government-FAO resource mobilization, and as well as input to the UNDAF Results Matrix, facilitating joint UN resource mobilization efforts.</p>	<p>As above.</p>

**Table 2. CPF Results Matrix (Part A) – Template** [An example is provided in the toolkit]

CPF Priority Area A: <i>Statement</i>			
CPF results	Indicators, baseline & target	Means and sources of verification	Assumptions
Outcome 1			
Output 1.1			
Output 1.2			
Output 1.3			
UNDAF outcome:	<i>Statement</i>		
FAO Regional/Organizational Results:	<i>Statement</i>		
<i>Continues for other CPF priority areas, outcomes [and outputs, if included]</i>			

**Table 3. CPF Results Matrix (Part B) – Template** [An example is provided in the toolkit]

CPF results	Indicative Resource Requirements (US\$)			Implementing partners		Resource partners
	Estimate of total resources required	Available funding	Resource mobilization target (gap)	National	International	
CPF Priority Area A:						
Outcome 1						
Output 1.1						
Output 1.2						
Output 1.3						
<i>Continues for other CPF Priority Areas, Outcomes [and Outputs, if included]</i>						



## Linking the CPF Results Framework to the UNDAF Results Framework

The latest [UNDAF Guidelines](#) (January 2010) identify two options for the UNDAF Results Matrix: i) with UNDAF Outcomes only, while outputs are specified in the UNDAF Action Plan Matrix; and ii) with UNDAF Outcomes and Outputs, if the UNDAF Action Plan Matrix is not prepared.<sup>4</sup> In either case, related results information is specified including (i) indicators – baselines and targets, means of verification, risks and assumptions), (ii) roles of partners and (iii) indicative resource requirements.

At the stage when the UNCT moves from defining UNDAF Priorities to formulating the UNDAF Results Matrix, it is important that FAO already has a draft description of the CPF Results Matrix. A practical approach to integrating CPF results into the UNDAF Results Matrix is presented below:

- **CPF Impact coincides with UNDAF Outcomes;**
- **CPF Outcomes contribute to UNDAF Outputs;**
- **CPF Outputs are incorporated as activities in the UNDAF Action Plan.**

FAO will also suggest indicators for the UNDAF Results Matrix that are relevant for the CPF, although the indicators do not need to be identical, given the different levels of specificity of results and indicators in the UNDAF and the CPF respectively. A preliminary estimate of the resource requirements for the CPF Outcomes would allow FAO to participate in defining the UNDAF resource requirements. If FAO resource requirements are not yet known, FAO will provide the UNCT with this information later on in the process, once the CPF formulation process has been completed.

Upon the completion of the UNDAF Results Matrix, FAO will be able to revise and finalize the CPF Results Matrix. It is worth noting that:

- FAO does not necessarily contribute to all UNDAF Outcomes. Its contributions may be limited to one or two UNDAF Outcomes;
- FAO country programmes may be broader than the FAO contribution to UNDAF; hence some FAO interventions in the country may not be reflected in the UNDAF.

<sup>4</sup> See [UNDAF Action Plan Guidance Note](#). The UNDAF Action Plan is a programming document that ensures that the strategic priorities identified in the UNDAF are implemented in a coherent way through the programmes of UN agencies. It is an operational document, which includes a common budgetary framework (CBF) for implementing partners and UN agencies and for the information of donors and other partners. While the UNDAF is a strategic programme framework that does not specify details on implementing programme actions, the UNDAF Action Plan reduces the risk that the programmes of UN agencies become fragmented and, together with the UNDAF, provides the opportunity for governments to determine how UN agencies can best support the achievement of national development priorities. The UNDAF Action Plan sets out how the UN agencies will work with national partners and each other to achieve the results identified in the UNDAF. It focuses on resource requirements and indicative resource commitments, governance structures, management and implementation strategies and monitoring and evaluation. It also details how programme results will be delivered, describing how the UN system agencies organize themselves and work with the government and other national partners to deliver those results.



## Step 3.2. M&E and Implementation Arrangements

The main output of this step is the establishment of the appropriate institutional and organizational arrangements for the CPF implementation, including: i) the M&E plan and ii) the biennial CWP, upon the endorsement of the CPF document. The M&E Plan should, to the extent possible, be aligned to the M&E system of the Country, UNDAF and FAO Corporate Monitoring, Review and Assessment (MRA) Systems.

WHAT?	HOW?	WHO?
1. <b>M&amp;E Plan</b>	<p>The M&amp;E Plan includes the following elements:</p> <ul style="list-style-type: none"> <li>• <i>The CPF Results Matrix</i> (Part A) with methods and frequency for data collection. Table 4 provides a template to be used for monitoring and reporting, while the details on “traffic light” M&amp;E system and “scoring methods” are provided in <i>Tool 6 – Monitoring, Evaluation and Reporting</i>;</li> <li>• <i>Roles and responsibilities</i> (type and level of engagement by FAO, government and other in-country stakeholders). The establishment of a CPF Implementation Committee or an M&amp;E Management Group is desired, particularly to monitor outcome level indicators. It may comprise the same members as the CPF Steering Committee (where applicable);</li> <li>• <i>Review and reporting mechanism</i>: a description of the review mechanism (focus, implications and reporting modality) and reporting lines (compulsory and optional) is presented in Box 7 and 8;</li> <li>• A CPF Action Plan may also be prepared, providing an indicative calendar for the implementation of the CPF outcomes / outputs, including the responsible and other concerned FAO technical unit/s (see Table 5 for a suggested template).</li> </ul>	<p>CPF Country Core Team in close consultation with:</p> <p>In-country stakeholders (government, Development Partners, CSO, private sector, etc);</p> <p>Relevant FAO technical officers (SRO/RO/headquarters);</p> <p>The Field Programme Support and Monitoring Officer (SRO);</p> <p>The Senior Field Programme Officer at RO level (RO).</p>
2. <b>Biennial Country Work Plan</b>	<p>Once the CPF is endorsed by the government, the CPF outputs are further detailed – in terms of activities, financial resources, and time lines – in the biennial CWP. For more information see CWP Guidelines, currently under preparation.</p>	<p>The FAORep.</p>



### Linking CPF M&E to UNDAF M&E

CPF M&E activities should be conceived as FAO’s contribution to M&E processes in the UNDAF. Close coordination with the UNDAF M&E team is recommended to avoid duplication and assure harmonization.

**Table 4. Monitoring Framework - Template** [An example is provided in the toolkit]

CPF Priority Area A:							
CPF results	Indicators/ baselines/targets	Means and sources of verification	Method/ frequency/ responsibility	Reporting			
				Progress and challenges to Date	G*	Y*	R*
Outcome 1							
Output 1.1							
Output 1.2							
Output 1.3							
Continues for other CPF Priority Areas, Outcomes [and Outputs, if included]							

\* G - green; Y - yellow; R - red.

**Table 5. CPF Action Plan – Template** [An example is provided in the toolkit]

CPF Priority Area A:						
Results	Responsible and other concerned FAO unit/s	CPF programming cycle – Calendar				
		Year 1	Year 2	Year 3	Year 4	Year 5
Outcome 1						
Output 1.1						
Output 1.2						
Output 1.3						
Continues for other CPF Priority Areas, Outcomes [and Outputs, if included]						

## Box 7. Review and reporting mechanism – A quick overview

Review modality	Focus	Implications	Reporting modality
Annual Review	<ul style="list-style-type: none"> <li>Overall self-assessment of the external environment affecting the progress towards the achievement of <i>CPF outcomes</i>;</li> </ul>	<ul style="list-style-type: none"> <li>Identifying immediate corrective actions, including rescheduling, delaying and in exceptional cases cancelling outputs as needed.</li> </ul>	<ul style="list-style-type: none"> <li><b>Annual FAO Representative Report*</b> See <i>Guidance on Annual FAO Representative Reporting</i> – under preparation.</li> </ul>
	<ul style="list-style-type: none"> <li>Overall self-assessment towards the progress on the delivery of the <i>CPF outputs</i>.</li> </ul>		<ul style="list-style-type: none"> <li><b>CWP Mid-term assessment report</b> if it is the first year of the biennium</li> <li><b>CWP End of biennium assessment report</b> if it is the second year of the biennium: feeding into the corporate Programme Implementation Report (PIR).</li> </ul> <p>See <i>Guidance on CWP Reporting</i> – under preparation.</p>
Mid-term Review	<ul style="list-style-type: none"> <li>An in-depth joint review (possibly with the government) of the progress related to the delivery of the CPF results;</li> <li>Reporting is required against indicators established using the traffic light system.</li> </ul>	<ul style="list-style-type: none"> <li>Revisions that may change the scope of the CPF i.e. outcomes, including outputs, indicators and targets.</li> </ul>	<ul style="list-style-type: none"> <li><b>CPF Mid-term Progress Report</b> (3 -5 pages)</li> </ul> <p>See <i>Tool 6 – Monitoring, Evaluation and Reporting</i>.</p>
Final Self-Assessment	<ul style="list-style-type: none"> <li>An evaluation of the relevance, efficiency, effectiveness, impact and sustainability of FAO's support to the country.</li> </ul>	<ul style="list-style-type: none"> <li>The findings may provide basic information on the assessment of the role and contribution of FAO in the country, guiding the formulation of a new CPF.</li> </ul>	<ul style="list-style-type: none"> <li><b>CPF Final Completion Report</b> (5-10 pages max)</li> </ul> <p>See <i>Tool 6 – Monitoring, Evaluation and Reporting</i>.</p>

\* In the case of countries for which an FAORep Annual Report is not prepared, a one-page note shall be prepared for submission to the SRC or ADG/RR.

## Box 8. CPF Reporting Lines

Review modality	Reporting line			
	FAO	Resource partners	UNCT	Government
CPF Annual Review	Compulsory	Optional	Compulsory	Compulsory
Mid-term Review	Compulsory	Optional	Optional	Compulsory
Final Self-assessment	Compulsory	Compulsory	Optional	Compulsory

## Validation and endorsement of the CPF

Upon the completion of the full draft CPF document, a second multidisciplinary technical review is conducted, by the i) the government and relevant in-country stakeholders; and ii) FAO staff at SRO/RO/headquarters. Its main purpose is to obtain feedback suggestions for the improvement of the document. Once the document has been revised, it is submitted for Quality Assurance Review (QAR), FAO Regional and government endorsement.

WHAT?	HOW?	WHO?
1. <b>Quality Assurance Review (QAR) of the CPF document and subsequent revision by the FAO Country Office</b>	<p><b>Review by the in-country stakeholders</b> through bilateral meetings, consultation workshops or other events. The review and discussions focus on the relevance, feasibility and sustainability of the CPF results.</p> <p><b>Internal FAO review:</b> The FAOREp submits the document to the <i>CPF Focal Point at the closest Decentralized Office (SRO/RO)</i> who ensures that the document is reviewed by relevant FAO units at all levels (SRO/RO, headquarters), assesses the compliance of the CPF document to the CPF guidelines and provides a consolidated response to the FAOREp.</p> <p>A technical review of the CPF document at each level of the Organization (SRO, RO, headquarters) is coordinated by their respective <i>CPF focal points</i> that provide a consolidated feedback to the CPF focal point of the closest Decentralized Office.</p> <p><i>Technical officers (SRO, RO, headquarters)</i> provide guidance and contribution to the CPF document with respect to the CPF Priority Areas that fall within the mandate of their technical expertise, using the main <a href="#">CPF quality assurance criteria</a> (relevance, feasibility and sustainability of CPF results).</p> <p>See <i>Tool 7 – Quality Assurance Mechanism</i>.</p>	<p>Relevant government counterparts and other national stakeholders, including the CPF Steering Committee, if existing.</p> <p>FAOREp. CPF focal point at the closest Decentralized Office level (SRO/RO)</p> <p>FAO CPF focal points at SRO, RO and headquarters level (see <a href="#">list</a>).</p> <p>Technical officers at SRO, RO and headquarters level.</p>
2. <b>Endorsement by FAO Regional Office</b>	<p>The FAOREp submits the final draft document to ADG/RR for endorsement.</p> <p>The RO verifies that all relevant suggestions have been taken into account, assuring the compliance of the CPF to the CPF guidelines and the main <a href="#">CPF quality assurance criteria</a>.</p> <p>See <i>Tool 7 – Quality Assurance Mechanism</i>.</p>	<p>FAOREp.</p> <p>ADG/RR, in consultation with CPF Focal Point at RO level.</p>
3. <b>Government endorsement</b>	<p>Upon the FAO regional endorsement, the FAOREp submits the CPF document to the government for endorsement. Depending on the institutional arrangements agreed with the government, the acknowledgment of the formal government Endorsement may be obtained either (i) through the signature of the Preamble of the CPF document or (ii) through an “<i>exchange of letters</i>” between the government and FAOREp.</p>	<p>The CPF should preferably be endorsed by the Ministries of Finance or Planning, or at a higher level. Alternatively, endorsement can be obtained by the respective key line ministry/ministries.</p>



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# **III. OUTLINE OF THE CPF DOCUMENT**

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The Preamble explains the process through which the CPF has been agreed by the government and partners. It illustrates the main outcomes of the process (including a summary table of the CPF results) and the commitments of both FAO and the government. It stresses the links to the UNDAF and other relevant planning processes in the country and international commitments. Depending on the institutional arrangements agreed with the government, the Preamble could be signed by the relevant government counterpart institution and the FAORep. Alternatively, the acknowledgment of the formal Government, obtained through the “exchange of letters” may be presented along with the CPF document.

## **Preamble (1 page)**

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The introduction includes a brief description of FAO’s role in the country, its history and the rationale for a new CPF or a new programming cycle, including information on previous CPFs/NMTPFs and past evaluations. It may also include a brief description of the consultation process with the government, national stakeholders, external development partners and UN agencies.

## **Introduction (1 - 2 pages)**

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This section synthesizes the findings of the situation analysis. Detailed information should be placed either in annexes or in a separate background documents. It may be presented as follows:

## **Situation Analysis (2 - 3 pages)**

- **National context**, highlighting the main social and economic development challenges, particularly in areas within FAO mandate;
- **Situation and outlook** for food security, agriculture (crops, livestock, forestry and fisheries) and rural development. It presents an analysis of the current situation and trends, focusing on the main issues, challenges and opportunities, as well as on the capacities of local organizations and institutions to address them;
- A review and assessment of the most **relevant policies and programmes and related national priorities**, clarifying how these address identified issues and challenges;
- A synthetic analysis of the **governance system and relevant national stakeholders** in the agriculture and other FAO related sectors, with a focus on decentralized and territorial institutions, including the level of coordination between governmental and civil society actors and how it affects identified issues and challenges.

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This section summarizes the findings of the Comparative Advantage Analysis and presents the agreed upon Priority Areas for government-FAO collaboration. The section may be built around the following elements:

## **FAO’s Comparative Advantages and Priority Areas (3 - 5 pages)**

- **Review of the scope of the international assistance and FAO activities** in the country in recent years, including a clear identification of FAO’s niches and Comparative Advantages vis à vis other partners (FAO revealed Comparative Advantages);
- **Review of FAO’s strengths as perceived by development partners** resulting from the consultation process (FAO perceived Comparative Advantages);
- **Mapping FAO revealed and perceived strengths against FAO Strategic Objectives and Regional and Subregional Priorities.** The section should include a brief reference to FAO’s strategic documents: the MTP and Programme of Work and Budget, Core Functions, and the priorities established in the relevant FAO Regional Conference;

- **Delivery capacity of FAO.** This includes an assessment of FAO's experience in the country in terms of total portfolio, number and size of projects, human resources and delivery history;
- **Conclusion of the prioritization process,** including a reference to the main prioritization criteria and the list of the main priority areas, and demonstrating its coherence to national sector priorities, UNDAF Priorities, FAO Subregional and Regional priorities. For each priority area, an indication of the major capacity gaps in the policy enabling environment, national organizations and individuals should be provided.

The Priority Matrix should be placed in an annex.

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This part describes the expected CPF outcomes and outputs and approaches to achieving them. It may be useful that a section, for each Priority Area, includes:

- A brief description of main issues and challenges (1-2 paragraphs);
- Who is doing what to address them (1-2 paragraphs);
- The role of FAO in addressing them by listing relevant CPF Outcomes, including relevant performance indicators at the outcome level and related CPF outputs/types of interventions, including ongoing and pipeline projects, with a description of how they contribute to CPF outcomes.

**Programming  
for results  
(4 - 6 pages)**

The CPF Results Matrix (Parts A&B) should be placed in an annex.

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This section briefly presents the institutional and organizational arrangements needed for the monitoring and implementation of the CPF, including the M&E Plan and the CPF Action Plan. The Resource Mobilization Strategy and Action Plan may be appended to the CPF as well.

**Implementation  
arrangements  
and M&E  
(2 - 3 pages)**

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The Annexes can include more detailed information and analysis to permit a deeper understanding of FAO's Strategy in the country. Annexes can include both compulsory and optional material, as listed below:

**Annexes**

## **Compulsory**

- CPF Priority Matrix
- CPF Results Matrix (Parts A and B)
- CPF M&E Plan
- Review of the history of FAO presence in the country, including past and ongoing activities
- Review of major programmes, laws and policies in FAO-mandated areas
- Detailed analysis of country-level comparative advantages of FAO and other development partners
- CPF Resource Mobilization Strategy / Action Plan

## **Recommended**

- CPF Action plan
- Gender Analysis in FAO-mandated areas
- Poverty Analysis and Livelihoods, Institutions and Vulnerability Analysis (including Employment Analysis)
- National Stakeholder Analysis and Capacity Assessment
- Separate background documentation if ad hoc studies have been carried out
- Governance system in agricultural and food security related areas (organigram, etc.)





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## **IV. ROLES AND RESPONSIBILITIES**

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The purpose of country programming is to respond to the priority needs of the country, in a manner that mobilizes and optimizes the use of operational capacities and knowledge of all concerned FAO Units, irrespective of their location. It should lead to strategic planning around all FAO products and services that support the achievement of expected country-level results. The CPF is thus a corporate effort led by the FAOREp and prepared in collaboration with the government of the country concerned, with the support of Decentralized Offices and Headquarters on the basis of a clear distribution of roles and responsibilities.

**Country programming is a corporate effort**

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These roles and responsibilities follow the subsidiarity principle: the priority for decision-making is given to the national and the closest decentralized level possible, with Headquarters involved only in those decisions that cannot effectively be taken at a more decentralized level.

**Subsidiarity principle**

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**The FAO Representative** (fully fledged or accredited<sup>5</sup>) is responsible for FAO's response to national priorities at the country level and therefore assures the enabling environment for CPF formulation and implementation process. He/she leads the dialogue with government representatives, national stakeholders, international partners and relevant FAO units, in order to ensure: i) that FAO's support to the country is the result of an inclusive and coordinated corporate effort; ii) that FAO's assistance to the country is relevant, coherent and focused; iii) a better understanding of the nature and value of FAO's comparative strengths; iv) a common and coordinated agreement with partners on their respective roles in achieving country development objectives; v) adequate financial support for the implementation of the FAO programme; and vi) greater synergies and partnerships with national stakeholders.

**The role of the FAO Representation**

**The Assistant FAO Representative (Programme)** assists the FAOREp in the formulation of the CPF. The FAOREp may delegate his/her responsibilities in leading the CPF process to the Assistant FAOREp (Programme), in particular in countries lacking a resident FAOREp.

**The Emergency Coordinator**, in countries where there is an ongoing emergency and rehabilitation programme, assists the FAOREp in the formulation of the CPF and ensures that the DRR/M component is prepared and integrated in the CPF. In the absence of the resident FAOREp, the coordination of the CPF process can be delegated to the Emergency Coordinator.

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**The Subregional Coordinator (SRC)**<sup>6</sup> is responsible for FAO's response to Subregional Priorities and assures the enabling environment for the preparation and implementation of the CPFs in the subregion. He/she assures the provision of multidisciplinary technical support to the country office and assists in identifying potential resource partners' opportunities at the subregional level.

**The role of the Subregional Office**

**The Subregional Multidisciplinary Team (MDT)** provides technical/policy support to the CPF process, assesses the quality of the CPF at relevant stages within the mandate of their technical expertise and provides advice on resource mobilization opportunities for CPF implementation.

**The Field Programme Support and Monitoring Officer** contributes to the identification of resource requirements (the resource mobilization target) for CPFs, as well as detailing the financial resources that are available through ongoing projects. He/She also supports the monitoring of the CPF implementation and reporting through the projects.

**The Subregional CPF Focal Point**, designated by the SRC (either for the whole subregion or group of countries), has full oversight of the CPF formulation process in the specific country and provides direct support/technical backstopping throughout

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<sup>5</sup> This role is played by the SRC in countries without accredited FAOREp. In the absence of a Subregional Office (SRO), this role is played by the ADG/RR.

<sup>6</sup> In the absence of a Subregional Office (SRO), this role is played by the ADG/RR.

the process as needed. The Focal Point coordinates the contributions/review by the MDT. He/She also (i) coordinates a review of the CPF document by other levels of the Organization, through the assigned CPF focal point at RO and headquarters level; (ii) assesses compliance of the CPF document to the CPF guidelines and (iii) provides a consolidated feedback to the FAOREp. At the end of the process, he/she advises the ADG/RR if all relevant comments have been considered and if the document is compliant to the CPF guidelines.

**The Regional Representative** (ADG/RR) is responsible for FAO's response to Regional Priorities and assures the enabling environment for CPF formulation and implementation as well as the related resource mobilization in countries in the region in close collaboration with Subregional Coordinators. The ADG/RR also assures that Regional Priorities reflect both country needs as expressed through the, CPFs as well as the priorities agreed upon with Subregional and Regional Organizations. The ADG/RR provides the final clearance of the CPF document, referring to headquarters only those that he/she feels require prior corporate guidance. He/she assures the provision of the multidisciplinary support to CPF preparation/implementation and related resource mobilization to the Country Office as needed.

#### The role of the Regional Office

**The Regional Technical Officers** provide technical/policy support to the CPF formulation and implementation process, assess the quality of the CPF at relevant stages within the mandate of their technical expertise and provide advice on the resource mobilization opportunities and assist in identifying the regional resource partner's opportunities.

**The Senior Field Programme Officer** contributes to the identification of resource requirements (the resource mobilization target) for CPFs, as well as detailing the financial resources that are available through ongoing projects. He/She also supports the monitoring of the CPF implementation and reporting through the projects.

**The Regional CPF Focal Point**, designated by the ADG/RR, on his/her behalf, monitors the CPF formulation process in the region (either for the whole region or group of countries), coordinates the contributions/review by the technical officers in the RO, and provides direct support / guidance to the CPF formulation as needed. At the end of the formulation process, he/she advises the ADG/RR on the state of readiness of the CPF for the FAO regional endorsement. In the absence of the Subregional Office, he/she also (i) coordinates a review of the CPF document by the relevant headquarters staff, through assigned CPF focal point at headquarters level; (ii) assesses compliance of the CPF document to the CPF guidelines and (iii) provides a consolidated feedback to the FAOREp.

**Technical Divisions**, through Subregional Coordinators and ADG/RRs, advise the FAOREp on: i) the commitments that the country has made to FAO-related policy and regulatory frameworks; and ii) applicable corporate policies, standards and procedures (CPSPs) and good practices, etc. In addition, following the subsidiarity principle, where there is no technical expertise at decentralized office level, they also provide contribution to the CPF Quality Assurance Process, and direct country support. *CPF Headquarters Technical Focal Points* play a key role in ensuring contributions from the relevant technical divisions ([CPF-HQ-Technical-Focal-Points-List@fao.org](mailto:CPF-HQ-Technical-Focal-Points-List@fao.org)).

#### The role of Headquarters

**TCSP**, under the overall umbrella of the Strategy Team of Organizational Result X01 (Effective programmes addressing Members' priority needs developed, resourced, monitored and reported at global, regional and national levels), coordinates the corporate guidance, tools, quality and monitoring of the CPF formulation and implementation process. Specifically, in the context of the Quality Assurance Process, the **CPF focal point/the CPF Coordination Team** assesses the CPF quality with respect to adherence to CPF corporate guidelines; coordinates the contributions/review by the Technical Divisions; and provides direct support/guidance, if necessary. TCSP also oversees the development and delivery of the corporate CPF training programme, information and knowledge sharing (through the corporate [CPF intranet](#) website), within the context of the Integrated Effective Country Programming Learning programme (ECP LP).



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# V. GLOSSARY OF TERMS

<b>Country Programming Framework (CPF)</b>	The CPF defines the priorities for collaboration between FAO and government and the results to be achieved in the medium-term (4-5 years, aligned to national planning cycles) in support of national agriculture, rural development and food security development objectives as expressed in national development plans (PRSPs, CAADP-COMPACT, national food security strategies, national agricultural strategies, etc.).
<b>CPF Annual Review</b>	Overall self-assessment of the external environment affecting the progress towards the achievement of CPF outcomes and overall self-assessment towards the progress on the delivery of the CPF outputs.
<b>CPF Country Core Team</b>	The Team in charge of the formulation of the CPF. Its members include: i) the FAOREp and the Assistant FAOREp (Programme); ii) the designated Focal Point from the government; and iii) a Technical Expert/ Advisor. The Team may also include v) other national & international experts; v) technical officers from the relevant ministries; and v) FAO Officers from the country office, SRO, RO, headquarters, as needed.
<b>CPF Final Self-Assessment, and CPF Completion Report</b>	A Completion Report synthesizes the findings from the CPF Final Self-Assessment and provides basic information on the assessment of FAO's role in the country – efficiency, effectiveness, impact and sustainability of FAO's results, guiding the formulation of the new CPF.
<b>CPF Focal Points at SRO/RO/ headquarters level</b>	The CPF Focal Points have oversight of the CPF Process at the Subregional/Regional/Global level, respectively. They provide direct support/technical backstopping throughout the Process (as needed) as well as coordinating contributions and the review by Technical Officers based in the Subregional Office, Regional Office or Headquarters respectively. At the SRO/RO level, they are designated by the SRC or ADG/RR. [See full <a href="#">list</a> ]
<b>CPF headquarters Technical Focal Points</b>	CPF headquarters Technical Focal Points play a key role in ensuring contributions from the relevant Technical Divisions. The main function of the Technical Focal Points is to arrange for a technical review and contribution to the formulation of the CPF by the relevant Technical Officers in their respective division/service. Technical Officers are included on the <a href="mailto:CPF-HQ-technical-focal-points@fao.org">CPF-HQ-technical-focal-points@fao.org</a> email list and receive all versions of the CPF documents.
<b>CPF Impact</b>	CPF Impact is the contribution that FAO is expected to make towards national priorities. It relates to the long-term development change to which FAO contributes. It is either derived from the priorities or development goals stated in the national development plans or policies and strategies, and/ or from UNDAF.
<b>CPF Implementation Committee</b>	The Implementation Committee oversees the implementation process and engages in the CPF Annual and Mid-Term Review and the CPF Final Self-Assessment. Its membership includes all concerned government departments/ministries, FAO, farmer's organizations, Civil Society Organizations and other relevant stakeholders, as appropriate.

<b>CPF Mid-Term Review/Mid-Term Report</b>	Designed to provide a more comprehensive analysis of achievements, the CPF Mid-Term Review is an in-depth joint review (possibly with government counterparts) of progress related to the delivery of the outputs and achievement of the outcomes.
<b>CPF Outcome</b>	CPF outcome is defined as the measurable uptake of the FAO contribution to the achievement of country development objectives and of the Regional and Organizational Results within the CPF time frame.
<b>CPF Output</b>	A CPF output is defined as a significant and measurable result of FAO activities in the country, usually through projects and programmes that contribute to achieving the CPF outcome.
<b>CPF Priority Area</b>	CPF Priority Areas represent a subset of national strategic priorities, defined as the nexus between these national priorities and FAO Comparative Advantages in a country.
<b>CPF Priority Matrix</b>	The Matrix lists agreed priorities and shows their coherence to national development and sector priorities, UNDAF Priorities, FAO (Sub) regional priorities and other relevant priorities emanating from other country programming frameworks.
<b>CPF Results Matrix</b>	The CPF Results Matrix describes the CPF Results Chain – impact, outcome and outputs, together with the related results information – indicators, baselines and targets, means of verification, assumptions, resource requirements and resource mobilization target.
<b>CPF Steering Committee</b>	The Steering Committee oversees the formulation process. Its membership includes all concerned government departments/ministries, FAO, farmer's organizations, CSOs and other relevant stakeholders, as appropriate.
<b>Country Work Plan (CWP)</b>	The work done in a country during a biennium by all FAO Units comprises the Country Work Plan (CWP). The CWP is the operational link between FAO's Strategic and Operational Planning Frameworks and FAO National Priorities, as defined in the 4-5 year CPFs. It provides a mechanism for FAO to coordinate its biennial work in a country and is the basis for accountability, monitoring and reporting. [Source: Work Planning Guidelines, 2012-2013 Biennium].
<b>FAO Comparative Advantage Analysis</b>	Comparative Advantage (CA) Analysis is a realistic assessment of the expertise and value added that FAO can provide vis à vis other development partners at the country level as contribution to the identified national development issues and challenges. The analysis focuses on three main dimensions: mandate to act, position to act and capacity to act.
<b>Medium-Term Plan (MTP)</b>	Medium-Term Plan defines the Corporate Outcomes – the Organizational Results and related indicators – that FAO will be held accountable for achieving over four years. [Source: Work Planning Guidelines, 2012-2013 Biennium]



<b>National Programme for Food Security (NPFS)</b>	Since 2001, FAO has provided technical assistance in support of large scale National and Regional Programmes (RPFS) targeting food insecure people. In countries where the NPFS is already in place before launching the CPF, the document constitutes a key source of information for the CPF preparation.
<b>Organizational Outputs (OO)</b>	An Organizational Output is defined as a significant, measureable output essential to the achievement of and causally linked to an Organizational Result. Multiple FAO Units may contribute to the achievement of an Organizational Output, although one responsible unit is held accountable for its achievement. [Source: Work Planning Guidelines, 2012-2013 Biennium]
<b>Organizational Results (OR)</b>	Under the Strategic Objective, the more specific Organizational Results represent the outcomes expected to be achieved over a four-year period through the taking-up and use by countries and partners of FAO's products and services. The identification of Organizational Results also applies to Functional Objectives. [Source: The Director-General's Medium-Term Plan 2010-2013 and Programme of Work and Budget 2012-13]
<b>Programme of Work and Budget (PWB)</b>	The Programme of Work and Budget defines outcome targets to be achieved by FAO in two years and the necessary resources from all sources of funds. [Source: Work Planning Guidelines, 2012-2013 Biennium]
<b>Regional Results (RR)</b>	Regional Results are the collective contribution of FAO's Country, Subregional and Regional offices in a given region to the achievement of the ORs. The RRs include the products/services and activities contributed by all FAO Units to the ORs that are led by offices within a region. [Source: Work Planning Guidelines, 2012-2013 Biennium]
<b>Resource Mobilization and Management Strategy</b>	A roadmap, detailing a plan of action and set of desired results, to secure sustainable resources for the Organization's programme/s, manage them effectively, and report on resource use. [Source: Guide on Resource Mobilization]
<b>Resource Mobilization Target</b>	The Resource Mobilization Target is defined as the difference between the total resources required and the resources already available.
<b>Resource Partner</b>	The term "Resource Partner" is increasingly being used in place of "donor", to emphasize the various types of partners through which FAO might resource its activities, including new actors such as Regional Economic Integration Organizations (REIO), locally elected authorities, international financing institutions (IFIs), bilateral donor agencies and regional or subregional institutions, including regional development partners. Further to this, the term "partner" serves to better emphasize the more collaborative and involved relationships between donor and recipient, which FAO seeks to facilitate. [Source: Guide on Resource Mobilization]

<b>Resource Requirements</b>	An estimate of the resources (funds or other) required for achieving the CPF outputs/ outcomes. [Source: Guide on Resource Mobilization]
<b>Results-Based Management (RBM)</b>	A management strategy in which: programme formulation revolves around a set of logically linked objectives and results; resources are allocated based on the requirements for achieving of a specific desired results; and actual performance in achieving results is measured objectively by performance indicators determined at the outset of the process. [Source: Guide on Resource Mobilization]
<b>Strategic Framework</b>	The Strategic Framework defines the Global Goals and Strategic Objectives to be attained by Members with the assistance of FAO. [Source: Work Planning Guidelines, 2012-2013 Biennium]
<b>Strategic Objectives (SO)</b>	The eleven Strategic Objectives agreed in the Strategic Framework reflect the assessment of challenges and opportunities facing food, agriculture and rural development. They express the impact, in countries, regions and globally, expected to be achieved over a long-term (ten-year) timeframe by are considered within a results-based framework, complementary Functional Objectives assist the Organization to ensure effective impact of technical delivery, with due attention to efficiency and, therefore also firmly contribute to the achievement of Strategic Objectives. [Source: The Director-General's Medium-Term Plan 2010-2013 and Programme of Work and Budget 2012-13]
<b>The Subregional Multidisciplinary Team (MDT)/ Regional technical officers</b>	MDT and Regional Technical officers provide technical/policy support to the CPF process, assess the quality of the CPF at relevant stages taking into account (sub) regional quality standards and guidance and orientation on improved approaches, and provide advice on resource mobilization opportunities for the CPF implementation.
<b>Triennial Comprehensive Policy Review (TCPR) / Quadrennial Comprehensive Policy Review (QCPR)</b>	The main purpose of the TCPR / QCPR is to evaluate the effectiveness and efficiency of the United Nations Development System's support to national efforts of developing countries to pursue their priorities and meet their needs in the context of the UN Development Agenda that emerged from the Millennium Declaration and other global conferences and summits. [Source: Guide on Resource Mobilization]