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# PROGRAMME COMMITTEE

**Hundred and Twenty-eighth Session**

**Rome, 18-22 May 2020**

**Progress report by Management on implementation of the recommendations  
of the Evaluation of FAO's strategic results framework**

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### EXECUTIVE SUMMARY

- FAO welcomes the opportunity to present the progress made in implementing the actions agreed in the Management Response to the *Evaluation of FAO's strategic results framework*,<sup>1</sup> and in line with guidance from the Programme Committee at its 127<sup>th</sup> Session.
- The Evaluation provided eight recommendations, of which four were accepted (Recommendations 2, 4, 7 and 8) and four were partially accepted (Recommendations 1, 3, 5 and 6).

### GUIDANCE SOUGHT FROM THE PROGRAMME COMMITTEE

- The Programme Committee may wish to take note of progress in implementing the agreed Management Response actions.

### Draft Advice

#### **The Committee:**

- a) **welcomed the *Progress report by Management on implementation of the recommendations of the Evaluation of FAO's strategic results framework*;**
- b) **supported the actions taken in response to the recommendations from the evaluation; and**
- c) **agreed with the measures proposed in the Matrix for further action by Management.**

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<sup>1</sup> PC 127/2; PC 127/2 Sup. 1

## I. Overview/Highlights

1. Management welcomes the opportunity to present the progress made in implementing the actions agreed in the Management Response to the *Evaluation of FAO's strategic results framework*,<sup>2</sup> and in line with guidance from the Programme Committee at its 127<sup>th</sup> Session.
2. The Evaluation provided eight recommendations, of which four were accepted (Recommendations 2, 4, 7 and 8) and four were partially accepted (Recommendations 1, 3, 5 and 6).

## II. Summary progress made in the eight evaluation recommendations

3. A short summary of progress on actions agreed in the Management Response is provided below, and more detailed information is provided in the Matrix.
4. In response to **Recommendation 1**, FAO has substantially revised the FAO Country Programming Framework (CPF) Guidelines and developed an internal strategy and action plan to raise awareness on the new county programming model and to identify capacity required to support the formulation of the Common Country Analysis (CCA), United Nations Sustainable Development Cooperation Framework (UNSDCF) and CPF.
5. Concerning **Recommendations 2 and 3**, FAO presented initial information on the process and changes foreseen to enhance the suitability of the results framework in the *Provisional outline of the new Strategic Framework*.
6. For **Recommendations 5 and 6**, the *Further Adjustments to the PWB 2020-21* presents the new proposals foreseen at the time of this reporting document, and FAO has already established a new post in each Regional Office to support countries in monitoring and evaluation.
7. In response to **Recommendation 7**, FAO has made extensive progress in terms of procurement and further work is ongoing. While on **Recommendation 8** no overall change strategy has been developed to-date, the Organization is enhancing its communication to staff in a transparent and positive manner as committed by Management.

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<sup>2</sup> PC 127/2; PC 127/2 Sup. 1

Progress report by Management on implementation of the recommendations of the Evaluation of FAO's strategic results framework - Matrix

Evaluation recommendation	Management response  Accepted, partially accepted or rejected	Management plan				
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Timeframe	Further funding required (Y or N)	Description of actions taken as at April 2020
<p><b>Recommendation 1:</b> Develop a clear strategy and action plan for FAO engagement with the 2030 Agenda and UN Reform. A large-scale country-level effort will be required in the coming months to influence the UNSDCF. FAO needs to be able to respond to these requirements, bearing in mind FAO's limited resources.</p>	<p>a) Accepted</p> <p>b) Partially accepted</p> <p>c) Partially accepted</p>	<p>a) Agree that preparing a strategy and action plan articulating FAO's engagement with UN Reform is important.</p> <p>b) The establishment of the SDGs unit and suggested actions will be further discussed and elaborated as will possible restructuring of other units.</p> <p>c) Agree that earmarked resources are important but it will be implemented within the existing resources.</p>	DDGs, Chief Economist, OSP, ROs	2020-2021	Y	<p>In order to timely respond to the new requirements and new business model propelled by the UN Reform, FAO has substantially revised the FAO Country Programming Framework (CPF) Guidelines in order for the FAO planning and programming instrument at country level to be fully derived from the UN Cooperation Framework, as required by the UNSDCF Guidelines. Simultaneously, FAO has developed an internal strategy and action plan with two main objectives: i) to raise awareness and build knowledge on the new country programming model and on the related greater FAO engagement and ii) to identify and coordinate (also financially) skilled capacity required from all levels of the Organization to timely support country offices in the formulation of the Common Country Analysis (CCA), UNSDCF and derived CPF, and subsequent implementation.</p> <p>For information on the proposed Office for Sustainable Development Goals, please refer to the <i>Further Adjustments to the PWB 2020-21</i> (CL 164/3).</p>
<p><b>Recommendation 2:</b> Enhance the suitability of the Results Framework as a programmatic structure for guiding FAO's engagement at country level by setting</p>	Accepted	This recommendation is considered a key overarching one which will guide the implementation of several of the other recommendations. The main elements will be addressed in the	OSP, DDGs, Chief Economist, ROs	June 2021	N	The <i>Provisional outline of the new Strategic Framework</i> (PC 128/2) provides initial information on the process and changes foreseen to enhance the suitability of the results framework, including alignment with SDG indicators and enhancing the

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more tangible programmatic objectives related to development issues that demonstrate FAO's main contributions to SDG achievement. This process should clarify the results chain of FAO's normative work on global public goods and development objectives and identify relevant indicators to spur the results-oriented management of programmes and monitor FAO's contributions against SDG indicators, alongside those of other key development stakeholders.		review of the Strategic Framework which will take place during 2020 and will inform the development of the MTP 2022-25. The outcome of this review will be presented to the Member Countries for endorsement at the FAO Conference in June 2021.				visibility of FAO's normative work, and the Organization around tangible programmatic objectives.
<b>Recommendation 3:</b> Develop delivery structures to adopt a bottom-up logic and make FAO fit for purpose at Country Level, including for the 2030 Agenda.	Partially accepted	This recommendation will be central to the development of the new MTP/PWB and the corresponding structural change necessary to implement it. At this point in time Management is not in a position to agree with the specific suggested actions, including the establishment of multi-disciplinary programme teams at the subregional level as these have resource implications for the Organization, including allocation between headquarters and	DDGs, Chief Economist, OSP, ROs	June 2021	Y	The development of the new MTP/PWB is still at a very early stage. Current proposals are outlined in the <i>Further Adjustments to the PWB 2020-21</i> with a change in the management arrangements around the Strategic Programmes.  Further information on these areas will be presented in the <i>Outline of the Medium Term Plan</i> (November 2020) and the full MTP/PWB document (first half of 2021) as per the original timeline.

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		decentralized offices. The further integration of assessed and voluntary contributions in the overall budget will also guide this discussion.				
<b>Recommendation 4:</b> To ensure fitness for purpose, FAO needs to establish mechanisms to ensure its staff profiles match needs at all levels and to continue developing staff capacities to adjust to changing demands.	Accepted	Management accepts this recommendation and it will be implemented through a skills mix exercise and analysis of gaps in terms of profiles, requiring more time and consultation.	OHR, DDGs, OSP	December 2020	Y	Work is ongoing and will be reported in line with the original timeframe.
<b>Recommendation 5:</b> Reinforce the programme management function in FAO headquarters to provide strategic orientation and promote programmatic approaches.	Partially accepted	Management agrees with the importance of the programme management function. Further discussion and analysis are required regarding the creation and location of a consolidated programme function.	DDGs, ROs, OSP	April 2020	Y	The <i>Further Adjustments to the PWB 2020-21</i> (CL 164/3) presents the new proposed Organigramme for headquarters and describes the changes that are foreseen at this time.
<b>Recommendation 6:</b> Establish corporate qualitative monitoring and management learning functions.	Partially accepted	Management agrees with the establishment of corporate qualitative monitoring and management learning function but the location of this function needs further analysis.	DDGs, OSP	June 2021	Y	Actions to-date include the establishment of a new post in each Regional Office to support countries in monitoring and evaluation ( <i>Adjustments to the PWB 2020-21</i> (CL 163/3)). Other initial steps are indicated in the <i>Further Adjustments to the PWB 2020-21</i> , with a change in the management arrangements around the Strategic Programmes and the establishment of the Office for SDGs.
<b>Recommendation 7:</b> Improve the efficiency of	Accepted	Management is committed to enhance the delegation of authority	DDG, OHR	April 2020	N	In terms of procurement, a profound reform was launched, reflected in a new Manual Section 502,

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administrative procedures to increase FAO's agility in responding to country needs.		as well as putting in place accountability measures. A review of current policies and proposed solutions is underway.				involving higher levels of delegated authority to head of country offices and regional offices accompanied by the establishment of a field network of International Procurement Officers to assist Decentralized Offices and support them in managing risks and ensuring compliance.  On human resources management a number of measures were taken, including improved procedures for non-staff human resource and increased delegation of authority on staffing matters. More details are provided in document <i>Human Resources Management (FC 180/7)</i> .
<b>Recommendation 8:</b> FAO should develop and implement a strategy to institutionalize good change-management practices in the Organization.	Accepted	Management agrees that the Organization requires an effective system of change management, but the detailed suggestions of the evaluation will require more discussion.	OHR, ODG	October 2020	Y	No overall change strategy has been developed to date. However, the way the Organization has handled the recent change associated with the Covid-19 pandemic, with timely, open, and transparent communications to staff on a daily basis, provides a good example of strong change-management practices.