

CL 168 Annex 3: Approach to results planning, monitoring and reporting

1. Table 5 recalls the main elements of FAO’s results architecture.

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Dimension	Description
Elements to establish a clear, causal results hierarchy	
Global Goals of Members	Overall high-level objectives that provide a goal-based frame for FAO’s Vision.
Strategic Narrative	Succinctly describes how FAO will contribute to the 2030 Agenda and Global Goals of Members focusing on the transformation to MORE efficient, inclusive, resilient and sustainable agri-food systems for <i>better production, better nutrition, a better environment, and a better life</i> , leaving no one behind.
Sustainable Development Goals (SDGs) including guiding SDGs	A set of internationally adopted, interconnected and integrated development outcomes to which all of FAO’s work should contribute through its Strategic Narrative. The SDG targets range from long-term outcomes, linked to the FAO Strategic Framework at the “Better” level, to medium-term outcomes, linked to the FAO Strategic Framework at the “Outcome” level.
The four betters (Aspirational Impacts)	The “what” FAO contributes to achieving through its programmatic work, long term Outcomes/impacts measured through appropriate long-term SDG indicators.
Outcomes	The “what” FAO contributes to achieving through its programmatic work, medium-term Outcomes, measured through SDG indicators.
Programme Priority Areas	FAO’s thematic, technical comparative advantage and competency to deliver, representing FAO’s contribution to the achievement of medium-term Outcomes. Their Outputs represent the tangible delivery of FAO’s interventions at the national, regional and global levels, using both regular and extrabudgetary resources.
Additional elements to focus, accelerate and enable FAO’s work	
Accelerators	Accelerate progress and maximize efforts in meeting the SDGs and realizing our aspirations. Help facilitate the management of trade-offs. Must be inclusive and gender-sensitive.
Cross-cutting Themes	Critical areas for achievements of the leave no one behind (LNOB) principles, to take into account across all of FAO’s programmatic work.
Core Functions	“How” FAO delivers its work, i.e. the product lines deriving from FAO’s Organizational attributes and its mandate as in the Basic Texts. How FAO leverages these core functions in a purposeful, prioritized and sequenced way is FAO’s business model.

2. In line with Managing for Development Results (MfDR) best practices, monitoring and reporting systems need to support flexibility in implementation. This is true in particular at country level where adaptive management and flexibility in changing course of action to accommodate context changes is essential - while maintaining focus on outcomes to be delivered collectively and promoting the use of measurement data defined and owned by stakeholders, thereby improving buy-in and reducing transaction costs.

3. The Strategic Framework and MTP grounded in the SDG targets and indicators will help ensure a common language in measurement and reporting across the Organization at country, regional and global levels. The definition of where and how FAO should intervene through its delivery at the various levels is guided by the Strategic Framework and the reinvigorated business model, with all of the Organization’s work having a clear theory of change to support SDG achievement.

Impact/Outcomes measurements

Documents can be consulted at www.fao.org

4. As illustrated above, and further detailed in the updated results frameworks provided in *Annex 1*, SDG indicators will be used to measure impact under the *four betters*, and outcomes under the PPAs. This aligns with efforts of the international community to coordinate work towards SDG achievement and will allow FAO to leverage initiatives of other UN agencies, as well as international partners and countries to strengthen SDG measurement.

5. The Organization is making significant efforts to improve the data availability and quality of the SDG indicators under its custodianship, collaborating with countries and other UN agencies. The Office of the Chief Statistician leads the coordination of the Organization's work on the 21 SDG indicators under FAO custodianship. These 21 indicators, spanning across Goals 2, 5, 6, 12, 14 and 15, are among the 75 indicators to which FAO's Strategic Framework, its *four betters* and their 20 Programme Priority Areas substantially contribute. FAO works to ensure that it discharges in an effective and timely manner all the responsibilities of a custodian agency as outlined by the UN Statistical Commission and its Interagency and Expert Group on SDG indicators. These responsibilities include: providing statistical capacity development support to countries in order to help them produce the indicators; collecting, verifying, compiling and disseminating country data; developing and further refining methodologies; as well as contributing to monitoring progress over time through analytical reports or other progress assessments.

Output measurement

6. FAO's revamped output measurement is designed so that it better integrates country level planning, acknowledging that progress on SDGs will be achieved at country level based on national priorities; and that it strengthens the linkages to the SDGs - the core of the FAO results framework. It does this while enhancing accountability to Members and actionable information to programme managers around FAO's contribution to outcomes and appreciation of its work by partners. Key elements are further illustrated below.

7. Under the previous Strategic Framework, outputs were defined "*ex ante*" at corporate level under each outcome area. While broadly descriptive of FAO's work to be delivered, these outputs were aggregate in nature and oftentimes difficult to relate to ongoing country programmes and regional and global processes. Under the new Strategic Framework – and leveraging a common focus on SDG targets – outputs will be defined at the appropriate level (global, regional, national) as per the relevant process in place, in particular the UN country programming (i.e. UNSDCF Joint Work Plans). This "bottom up" planning will form the basis for subsequent aggregation and reporting on delivery, strengthening FAO's positioning and engagement in the UN development system reform, while at the same time reinforcing the Organization's ability to deliver results as "OneFAO" at country level.

8. Output measurement will occur leveraging a standardized set of performance indicators, closely linked to the relevant PPA outcomes and SDG targets.¹ The indicators will measure both quantitative and qualitative aspects under the PPAs and their contribution to SDGs. The quantitative indicators will provide a picture of FAO's support to SDG achievement through the PPAs in countries and regions, while the qualitative indicators will provide valuable insight into the relevance and usefulness of FAO's work to key stakeholder groups, and allow the Organization to adjust emphasis as needed.

¹ Individual CPFs and projects will maintain their specific results frameworks and indicators of achievement for accountability and use by programme management at the appropriate levels.