

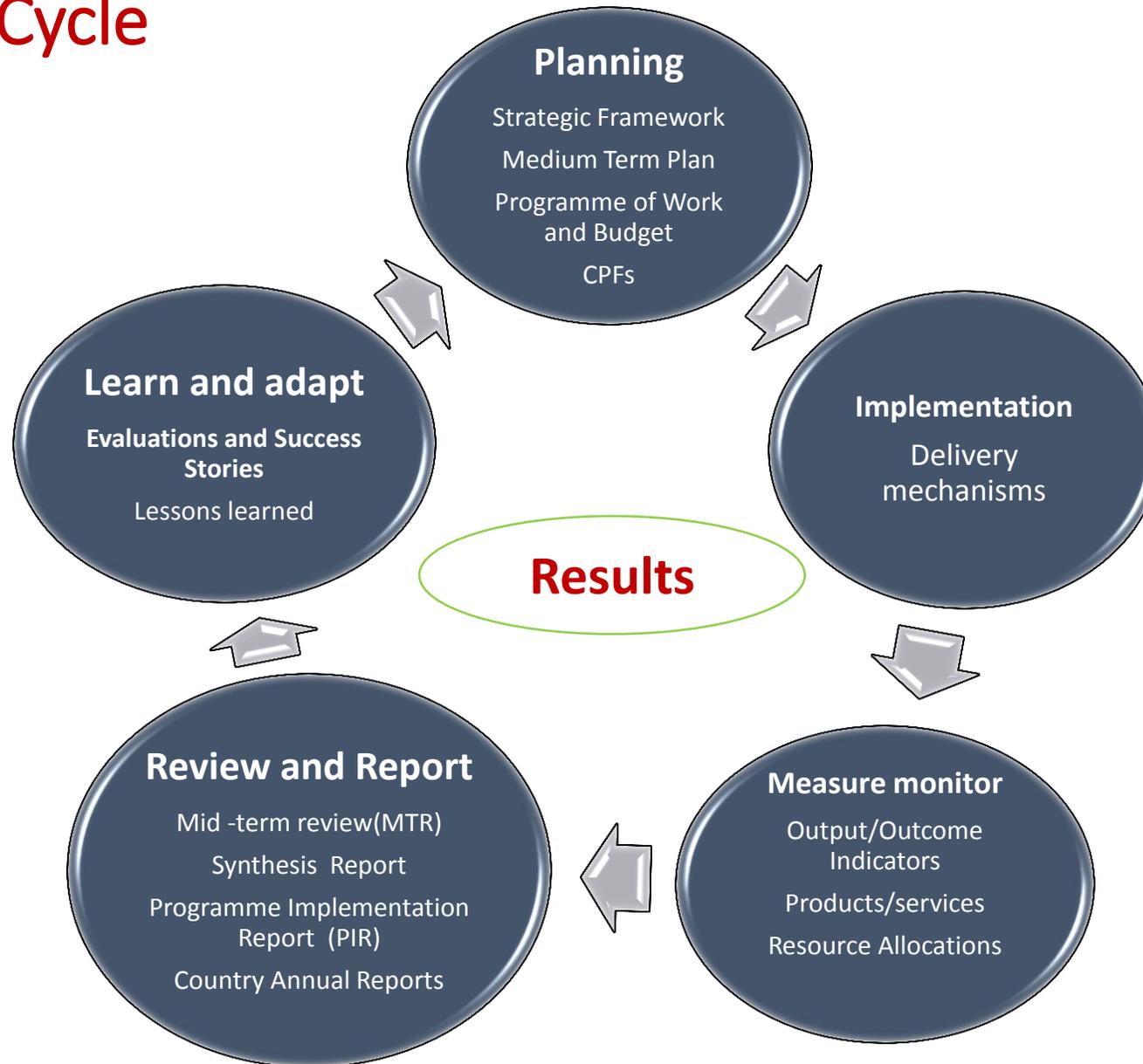


Results, Service Agreements

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**RNE Regional Professional Staff Meeting
8-10 February, 2016
Cairo, Egypt**

FAO Results Cycle



R
B
M

What is a Result?

- **Change** in a state or condition that derives from a **cause-and-effect relationship**.
- Three types of such changes (**outputs, outcomes and impact**) that can be set in motion by a development intervention.

Changes reflected in Results at different levels

IMPACT	Social Economic Environmental Political SDGs
OUTCOME	Changes in behaviours and attitudes Policy making Norms, Standards Institutional Competencies
OUTPUTS	Goods, Services, New Products Changes in skills and capabilities Systems Evaluations Publications

Example

Output	Outcome	Impact
The National Agricultural Disaster Center and its provincial arms have the technical capacity to develop and support the implementation of agricultural emergency preparedness plans that meet international standards	National and provincial administrations implement agriculture disaster risk reduction policies, including emergency preparedness plans	Reduced risks and increased safety from natural disasters among the rural farm population

When in Doubt:

Outputs

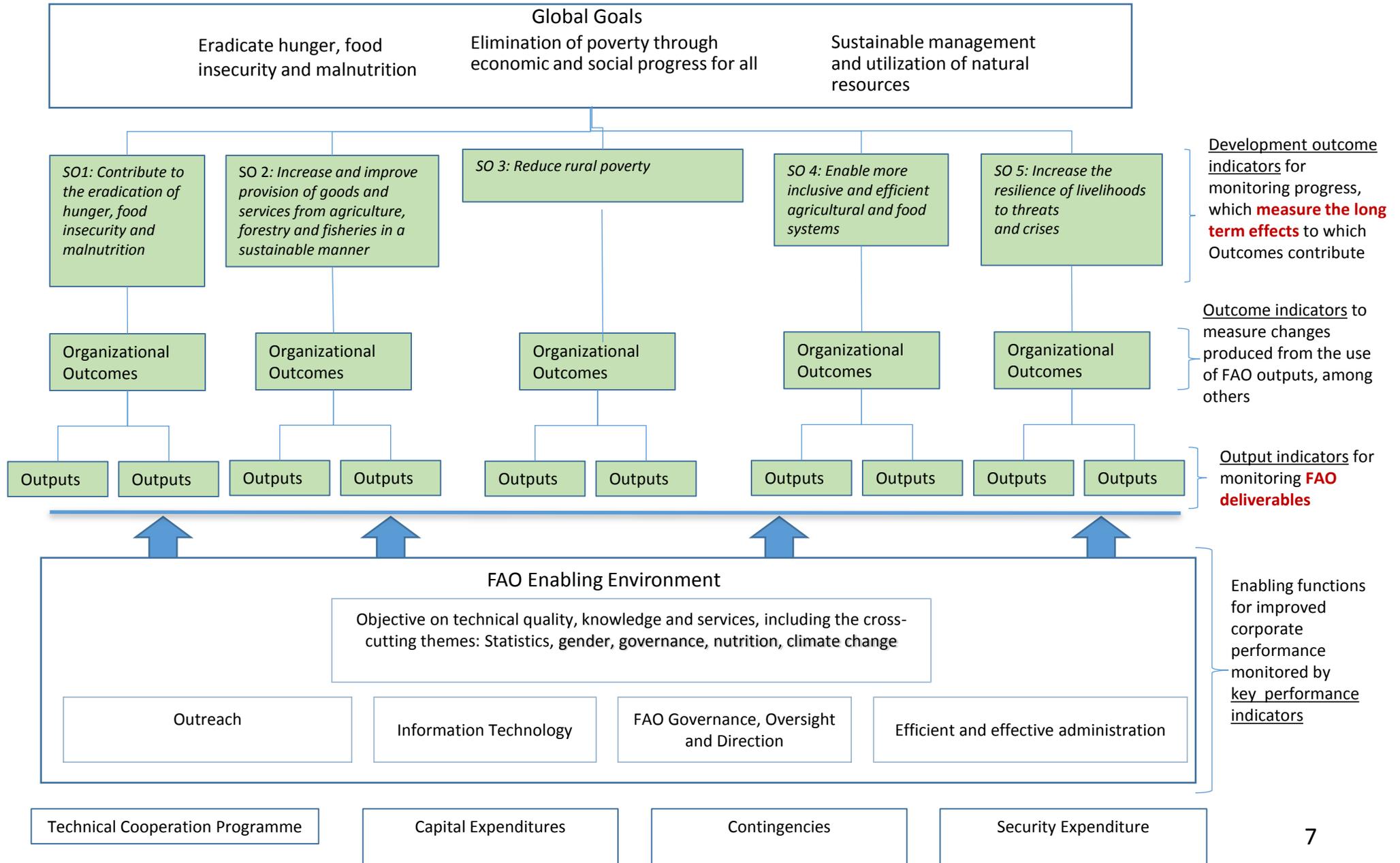
1. Is it something that can be delivered with a high degree of control, even when working with partners?
2. Is it something that is possible to do with a set number of resources within a given period of time?
3. Is it an achievement that we can measure and against which we can also measure our performance?
4. Does it help to achieve an outcome?
5. Is it the direct consequence of an activity?

Outcomes

1. Does it imply or speak to a change in behaviour or conditions resulting from the achievement and use of outputs?
2. Can it only be achieved in direct partnership with other stakeholders, who are mutually responsible (less control)?
3. Is it something that will be used by the country? Will we work with partners to deliver it?
4. Is it a change we can see and measure only after some time during implementation or even only at the end of the programme?

Examples for Country level Results (CPF), prepared with SP teams

FAO's results chain model



Elements of FAO's Results Framework

What		Why
5 Strategic Objectives ➤ 15 indicators	✓	To monitor global progress in the areas where FAO has committed to achieve results (providing a clear line of sight)
17 Outcomes ➤ 34 indicators	✓	To monitor changes in the country-level enabling environment to achieve a specific SO
48 Outputs ➤ 50 indicators	✓	To monitor FAO's delivery in terms of expected outputs
FOs, Special Chapters with 47 Outputs ➤ 34 Key Performance indicators	✓	To monitor FAO's technical quality and support functions performance

Results and RBM in FAO: a change strongly supported by senior management

- ***Governing bodies request***
- ***Increased coherence and impact at country level:***
 - Improving focus and prioritization of all of FAO's work
 - Systematically linking activities carried out by all units at all locations and under all funding sources, with outputs
 - Promoting realistic plans that can be monitored as part of the overall management process

Service Agreements

- Final step of work planning (target setting, resource allocation, formulation of P/S, SA)
- Why?
 - Lessons from last work planning / implementation exercise
 - Former P/S too broad
 - “Systematically linking activities carried out by all units at all locations...”

What are SAs?

High-level agreements

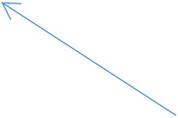
SPL



**Head of an
Implementing Unit
(Division Director or
ADG/RR)**

Agreement...

RESULT



How do SAs look in PIREs

http://pires.fao.org/pires/Index.htm Intranet.FAO.org: Admi... FAO PIREs

salcedo Is Currently Logged In (Name: SALCEDO-BACA, MR SALOMON Div: OSP) Home | What's new | Feedback | Support | Logout

Navigation Tree

- General Info and Support
- Current Modules
 - Strategic Framework
 - HR Planning and Post Bu
 - Allotments
 - Work Planning
 - 2014-15 Work Plannin
 - 2016-17 Work Plannin
 - Guidance
 - Results
 - 1 - Contribute to t
 - 2 - Increase and i
 - 200 - Increase :
 - 201 - Producers
 - 202 - Stakehold
 - 203 - Stakehold
 - 204 - Stakehold
 - 3 - Reduce rural p
 - 4 - Enable more ir
 - 5 - Increase the r
 - 6 - Technical qual
 - 7 - Technical Coop
 - 8 - Outreach (M)
 - 9 - Information Te
 - 10 - FAO governa
 - 11 - Efficient and
 - 12 - Contingencie
 - 13 - Capital Exper
 - 14 - Security Exp
 - 15 - Multidisciplin
 - 17 - FAOR Program
 - Delivery Mechanism

Save Export Help

2016-17 Work Planning

Agreements

2 - Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner

a_sa	NRC	Unit	20101-01:1, 20102-01:1, 20202-01:2, 20203-01:6, 20302-01:7, 20303-01:3, 20402-01:0, 20403-01:1	20101.01, 20101.02, 20101.23, 20102.03, 20102.04, 20202.05, 20202.06, 20203.07, 20203.08, 20302.09, 20302.10, 20302.11, 20302.12, 20302.13, 20302.14, 20303.15, 20303.16, 20303.17, 20402.18, 20402.21, 20403.19, 20403.20, 20403.22	3,718,315	3,718,315	0
a_sa	OCC	Unit	None	None	327,073	327,073	0
a_sa	OPC	Unit	20101-01:1, 20102-01:2, 20103-01:1, 20302-01:1, 20303-01:1, 20403-01:1	None	396,190	396,190	0
a_sa	RAF	Region	20101-01:4, 20102-01:2, 20103-01:2, 20201-01:1, 20202-01:3, 20301-01:2, 20302-01:2, 20403-01:1	20101.03, 20101.04, 20101.05, 20101.06, 20102.07, 20102.08, 20102.09, 20103.02, 20103.10, 20201.16, 20202.13, 20202.14, 20202.15, 20301.11, 20301.12, 20302.17, 20302.18, 20403.01	15,229,170	15,229,170	0
a_sa	RAP	Unit	20101-01:55, 20102-01:10, 20103-01:18, 20201-01:3, 20202-01:1, 20203-01:6, 20301-01:0, 20302-01:0, 20303-01:6, 20401-01:0, 20402-01:0, 20403-01:7	20101.01, 20101.02, 20101.03, 20101.04, 20101.05, 20101.06, 20101.07, 20101.16, 20101.17, 20101.18, 20103.08, 20103.09, 20103.10, 20103.11, 20103.12, 20103.19, 20103.20, 20303.13, 20303.21, 20303.22, 20403.14, 20403.15	6,367,513	6,367,513	0
a_sa	REU	Region	20101-01:22, 20102-01:9, 20103-01:7, 20201-01:2, 20202-01:6, 20203-01:2, 20303-01:4, 20402-01:1, 20403-01:2	20101.01, 20101.07, 20101.08, 20101.21, 20101.22, 20102.23, 20102.24, 20103.02, 20103.09, 20103.10, 20103.11, 20202.03, 20202.13, 20202.25, 20202.26, 20303.04, 20303.15, 20303.16, 20402.05, 20403.19	5,515,655	5,515,655	0
a_sa	RLC	Region	20101-01:27, 20102-01:13, 20103-01:18, 20201-01:6, 20202-01:6, 20203-01:2, 20301-01:0, 20303-01:1, 20403-01:6	20101.03, 20101.04, 20102.01, 20202.02, 20202.05, 20202.06	8,015,565	8,015,565	0
a_sa	RNE	Region	20101-01:3, 20102-01:1, 20103-01:2, 20201-01:0, 20203-01:0, 20301-01:1, 20302-01:0, 20403-01:2	20101.01, 20101.02, 20101.08, 20101.09, 20101.26, 20101.29, 20102.22, 20102.23, 20103.07, 20201.24, 20201.25, 20201.34, 20201.35, 20201.36, 20201.37, 20203.38, 20301.39, 20302.40, 20403.04, 20403.05, 20403.10, 20403.11, 20403.12, 20403.41	6,499,968	6,234,336	-265,632
a_sa	SAP	Unit	20101-01:2, 20102-01:2, 20303-01:12, 20403-01:9	None	2,662,046	2,662,046	0
a_sa	SP2	Unit	None	20101.01, 20201.02, 20301.03, 20401.04	4,275,060	4,275,060	0
a_sa	TCI	Unit	20101-01:1, 20102-01:1, 20103-01:0, 20203-01:11, 20302-01:1, 20303-01:1	20101.01, 20101.03, 20101.04, 20101.05, 20101.06, 20101.07, 20101.08, 20101.09, 20102.10, 20102.11, 20202.12, 20202.13, 20203.14, 20203.15, 20203.16, 20302.17, 20303.18, 20303.19	13,358,481	13,358,481	0
a_sa	TCS	Unit	20103-01:3, 20302-01:1	20103.01	1,467,903	1,467,903	0
Total					145,571,709	145,306,077	-265,632

Formulation Summary by Outcome Summary by Delivery Mechanism Agreements Skills Posts Resources Projects QA Performance Reports

125%

Description of P/S

The screenshot displays the FAO-PIRES web application interface. The main content area shows a detailed view of a 2016-17 Work Planning Agreement Formulation. The page title is "2016-17 Work Planning Agreement Formulation Agreement between SPL 2 and RNE".

Below the title, there is a table with columns for various fields. The table contains the following data:

Del	Output*	No.	Due*	Delivery*	Geographical Focus	Description*
		42				
<input type="checkbox"/>	20101	01	2016-10-3	RIN1	97 - Regional Near East	A Sub-Regional multi-stakeholder consultation, including private investors, is organized to assess the potential for the expansion of new generations of hydroponic greenhouses (with low water requirement) in the GCC Countries (October 2016)
<input type="checkbox"/>	20101	02	2016-11-3	RIN1	97 - Regional Near East	A multi-stakeholder workshop is organized to compare the performance of Quinoa varieties introduced in the Region (March 2016), and a regional assessment of potential benefit and challenges in introducing Quinoa on large scale in the Region is carried out (November 2016)
<input type="checkbox"/>	20101	08	2016-09-3	RIN1	97 - Regional Near East	Multi-stakeholder consultations are organized to identify innovative agri-aquaculture management practices for desert and arid location of the NENA Region (September 2016)
<input type="checkbox"/>	20101	09	2017-03-3	RIN1	@@ - No country specified	Aquaculture pilot farms are established to demonstrate the use of the innovative agri-aquaculture management practices in at least one GCC country (March 2017)
<input type="checkbox"/>	20101	26	2016-12-3	RIN1	97 - Regional Near East	Mechanized raised-bed production field demonstration platform under irrigated agroecology, deficit/supplemental irrigation field demonstration platform under rainfed agroecology, and Conservation Agricultural field demonstration platform are established (December 2016)
<input type="checkbox"/>	20101	29	2016-12-3	RIN1	97 - Regional Near East	Six 'greywater' treatment systems are installed in selected villages to supply water for irrigation to small-holders farmers and community-based afforestation sites (December 2016)
<input type="checkbox"/>	20102	22	2016-09-3	RIN1	97 - Regional Near East	(RICCAR): Climate Change scenario analysis is scaled down to major agro-ecological zones of the Region (September 2016)
<input type="checkbox"/>	20102	23	2017-03-3	RIN1	97 - Regional Near East	(RICCAR): Socio-economic and agricultural productivity impact assessment is carried out in selected agro-ecological zones of the Region (March 2017)
<input type="checkbox"/>	20103	07	2016-06-3	RIN2	97 - Regional Near East	Material for e-learning on several subjects of interest for producers organizations (strategic planning, apiculture, small ruminants, financial management, etc.) are

The bottom of the page features a navigation menu with the following options: Formulation, Summary by Outcome, Summary by Delivery Mechanism, Agreements, Skills, Posts, Resources, Projects, QA, and Performance Reports.

Staff and non-staff resources

http://pires.fao.org/?context=WP16&delivery=&ORG=RNE&object=2RNE&postnumber=&SF=2&id=&seq=&skil - Windows Internet Explorer pro

Export Help

2016-17 Work Planning

Agreement Resources

Agreement between SPL 2 and RNE Region

Resources

Output	Delivery Mechanism	GF WP Base Staff	GF WP Base Non Staff	GF WP Base Income	GF WP Base Total	GF Planned Staff	GF Planned Non Staff	GF Planned Income	GF Planned Total
20101 - Innovative practices for sustainable agricultural production (including traditional practices that improve sustainability, such as those listed as Globally Important Agricultural Heritage Systems) are identified, assessed and disseminated and their adoption by stakeholders is facilitated.	RIN1 - RI N1	436,525	139,176	-5,760	569,941	436,525	139,176	-5,760	569,941
20101 - Innovative practices for sustainable agricultural production (including traditional practices that improve sustainability, such as those listed as Globally Important Agricultural Heritage Systems) are identified, assessed and disseminated and their adoption by stakeholders is facilitated.	RIN2 - RI N2	196,403	47,756	0	244,159	196,403	47,756	0	244,159
20101 - Innovative practices for sustainable agricultural production (including traditional practices that improve sustainability, such as those listed as Globally Important Agricultural Heritage Systems) are identified, assessed and disseminated and their adoption by stakeholders is facilitated.	ZZZZ - no DM	366,955	0	-78,978	287,977	366,955	0	-78,978	287,977
20102 - Integrated and multi-sectoral approaches for ecosystem valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated	CT66 - GFP	32,899	0	0	32,899	32,899	0	0	32,899
20102 - Integrated and multi-sectoral approaches for ecosystem valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated	RIN1 - RI N1	341,263	64,638	0	405,901	341,263	64,638	0	405,901
20102 - Integrated and multi-sectoral approaches for ecosystem valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated	RIN2 - RI N2	313,363	76,680	-5,400	384,643	313,363	76,680	-5,400	384,643
20102 - Integrated and multi-sectoral approaches for ecosystem valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated	RIN3 - RI N3	91,267	5,550	0	96,817	91,267	5,550	0	96,817
20102 - Integrated and multi-sectoral approaches for ecosystem valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated	ZZZZ - no DM	18,388	0	0	18,388	18,388	0	0	18,388
20103 - Organizational and institutional capacities of public and private institutions, organizations and networks are strengthened to support innovation and the transition toward more sustainable agricultural production systems.	CT66 - GFP	130,198	0	0	130,198	130,198	0	0	130,198
20103 - Organizational and institutional capacities of public and private institutions, organizations and networks are strengthened to support innovation and the transition toward more sustainable agricultural production systems.	RIN1 - RI N1	1,235,620	312,778	0	1,548,398	1,235,620	312,778	0	1,548,398
20103 - Organizational and institutional capacities of public and private institutions, organizations and networks are strengthened to support innovation and the transition toward more sustainable agricultural production systems.	RIN2 - RI N2	194,168	82,734	0	276,902	194,168	82,734	0	276,902
20103 - Organizational and institutional capacities of public and private institutions, organizations and networks are strengthened to support innovation and the transition toward more sustainable agricultural production systems.	RIN3 - RI N3	301,549	10,120	0	311,669	301,549	10,120	0	311,669
20103 - Organizational and institutional capacities of public and private institutions, organizations and networks are strengthened to support innovation and the transition toward more sustainable agricultural production systems.	ZZZZ - no DM	587,416	50,000	-553,088	84,328	321,784	50,000	-553,088	-181,304
20202 - Countries are supported to strengthen national governance frameworks that foster sustainable agricultural production and natural resources management.	RIN1 - RI N1	148,607	75,764	0	224,371	148,607	75,764	0	224,371
20202 - Countries are supported to strengthen national governance frameworks that foster sustainable agricultural production and natural resources management.	ZZZZ - no DM	86,798	22,000	0	108,798	86,798	22,000	0	108,798
20203 - Public service organizations and inter-organizational mechanisms are supported for the implementation of national policies, strategies and legislation that	RIN1 - RI N1	43,399	0	-1,080	42,319	43,399	0	-1,080	42,319

SS's definition of SAs

Collaborative work..

in a RBM context..

with the possibility of re-
directing HQ work towards
country and regional needs

Thank you