



Food and Agriculture Organization of the United Nations

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Organisation des Nations Продовольственная и Unies pour l'alimentation сельскохозяйственная организация Объединенных Наций

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منظمة منطمه الأغذية والزراعة للأمم المتحدة

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Information Note on FAO Results Chain and Accountability for Delivery

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1. In considering progress on the MTP 2014-17,¹ the Programme Committee at its 115th Session (26-30 May 2014) requested a brief note for the 149th Session of the Council describing the links between objectives, outcomes, outputs, indicators and targets to enable better understanding of accountability for delivery of results.²

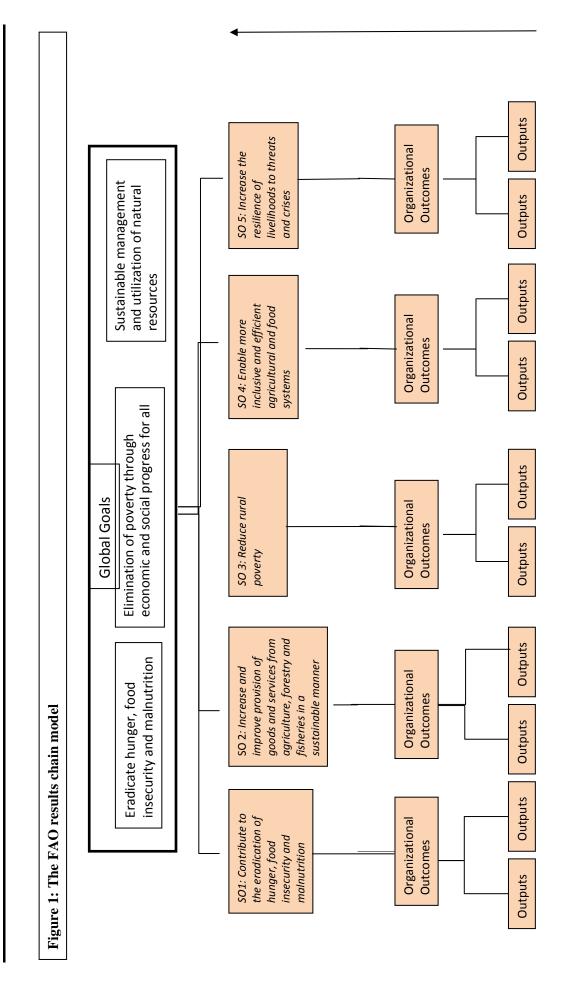
- 2. The FAO *results framework* is based on a 'results chain' model which links its objectives, outcomes and outputs as illustrated in Figure 1. While the framework has been designed from the top down, that is by the design of outcomes needed to achieve each objective, and outputs to attain each outcome, the links as they relate to delivery of results are better described from the bottom up.
- 3. Each level of the FAO results chain represents a different type of result to be delivered, starting from what FAO produces (Outputs) contributing to changes at country or wider level (Organizational Outcome) and wider development impacts (Strategic Objective). Thus:

Outputs	FAO's direct contribution (in terms of processes, products and services) to the Organizational Outcomes. Outputs represent the tangible delivery of FAO's interventions funded through regular and extrabudgetary resources at the national, regional and global level.	
Organizational Outcomes	Changes in the country-level or global enabling environment and capacities to achieve a specific Strategic Objective.	
Strategic Objectives	Development impacts at the global level, in the areas where FAO has committed to achieve results (providing a clear line of sight to FAO's own programme of work).	

- 4. The results chain is the link between FAO's work and the different levels of results produced. It also demonstrates the logic underlying these linkages: *if* particular FAO products/services are completed as planned, *then* the output will be delivered; *if* the outputs are delivered and the assumptions hold true, *then* that should lead to the desired outcome; *if* the outcomes are achieved, *then* the conditions are in place to result in the objective's development impact.
- 5. For each *Strategic Objective*, the logic is set out in the results framework through the Outputs and Organizational Outcomes that will contribute towards the delivery of the Strategic Objective. An example of the results chain for each Strategic Objective is provided in Figure 2.
- 6. The *results* chain also helps establish the accountability for delivery at each level of the results chain, and clarifies the monitoring requirements. The accountability of FAO, Member States and development partners, along with means of measuring progress, is set out in Figure 3.

¹ PC 115/2-FC 154/9 <u>Progress on the Medium Term Plan 2014-17: results framework, regional priorities and budgetary adjustments from work planning and efficiencies</u>

² CL 149/5 paragraph 4b



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Figure 2: Examples of FAO results chain for each Strategic Objective

Strategic Objective 1: Contribute to the eradication of hunger, food insecurity and malnutrition

- FAO will improve the capacity of governments and other stakeholders to enhance the adequacy, efficiency and effectiveness of public resource allocation and use for food security and nutrition (Output 1.1.4)
- Member countries and their development partners will then have the capacity to make explicit political commitments in the form of policies, investment plans, programmes, legal frameworks and the allocation of necessary resources to eradicate hunger, food insecurity and malnutrition (Outcome 1.1)
- Use of this capacity by countries and development partners will contribute to the eradication of hunger, food insecurity and malnutrition (Strategic Objective 1)

Strategic Objective 2: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner.

- FAO will support stakeholders to participate in, update existing and develop new international instruments and mechanisms under the auspices of FAO (Output 2.3.1)
- Stakeholders will then have increased capacity to endorse/adopt international instruments and support related governance mechanisms for sustainable agricultural production systems (Outcome 2.3)
- Application of these instruments and related governance mechanisms will help to increase and improve the provision of goods and services from agriculture, forestry and fisheries in a sustainable manner (Strategic Objective 2)

Strategic Objective 3: Reduce rural poverty.

- FAO will provide policy advice, capacity development and advocacy for improving social protection systems to foster sustainable and equitable rural development, poverty reduction and food security and nutrition (Output 3.3.1)
- Social protection systems in countries will then be strengthened in support of sustainable rural poverty reduction (Outcome 3.3)
- Application of strengthened social protection systems by countries will contribute to reducing rural poverty (Strategic Objective 3)

Strategic Objective 4: Enable more inclusive and efficient agricultural and food systems.

- FAO will support public sector institutions to formulate and implement policies and strategies, and to provide public goods that enhance inclusiveness and efficiency in agrifood chains (Output 4.2.1)
- These institutions will then be more capable of developing and implementing agribusiness and agrifood chains that are more inclusive and efficient (Outcome 4.2)
- Use of this capacity by institutions will contribute towards more inclusive and efficient agricultural and food systems (Strategic Objective 4)

Strategic Objective 5: Increase the resilience of livelihoods to threats and crises.

- FAO will support countries and regional institutions to set-up/improve mechanisms to identify and monitor threats and assess risks and to deliver integrated and timely early warning (Output 5.2.1)
- Countries and regional institutions will then be more able to provide regular information and early warning against potential, known and emerging threats (Outcome 5.2)
- Use of this information and early warning by countries and regional institutions will help increase the resilience of livelihoods to threats and crises (Strategic Objective 5)

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Figure 3: Accountability for delivery along the FAO results chain

Result level	Accountability	Measurement of progress toward result
Strategic Objectives	FAO contributes to, but does not have control over these high-level, long-term results. There is no <i>attribution</i> of any one entity, is a collective accountability.	Indicators have been established to track global trends at this level and will be monitored annually by FAO (using international data sources). No targets have been set.
Outcomes	FAO influences, but does not fully control outcome level results. FAO has some accountability, but delivery is the responsibility of all partners – FAO, Member States and development partners. FAO can contribute to the changes.	Outcome level indicators and targets have been established. The indicators will be measured through a corporate assessment which includes secondary data, a review of policy documents, and a survey of a range of respondents in a sample of countries. A baseline assessment was conducted in early 2014, and will be followed by two further assessments towards the end of 2015 and 2017. Thus, FAO will report progress against its Outcome level targets over the four-year period of the MTP. A methodology to assess FAO's 'contribution' to the outcomes is being developed and will be included in the follow-up assessments.
Outputs	FAO produces, controls and is fully accountable for delivery: full attribution.	Indicators and targets have been established for each output and will be measured annually using a central results tracking system. FAO Strategic Objective Coordinators are responsible for output level monitoring.