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Information Note on FAO Results Chain and Accountability for Delivery

Queries on the substantive content of this document may be addressed to:

Mr Boyd Haight

Director, Office of Strategy, Planning and Resources Management

Tel. +39 06570 55324

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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 [Progress on the Medium Term Plan 2014-17: results framework, regional priorities and budgetary adjustments from work planning and efficiencies](#)

² CL 149/5 paragraph 4b

Figure 1: The FAO results chain model

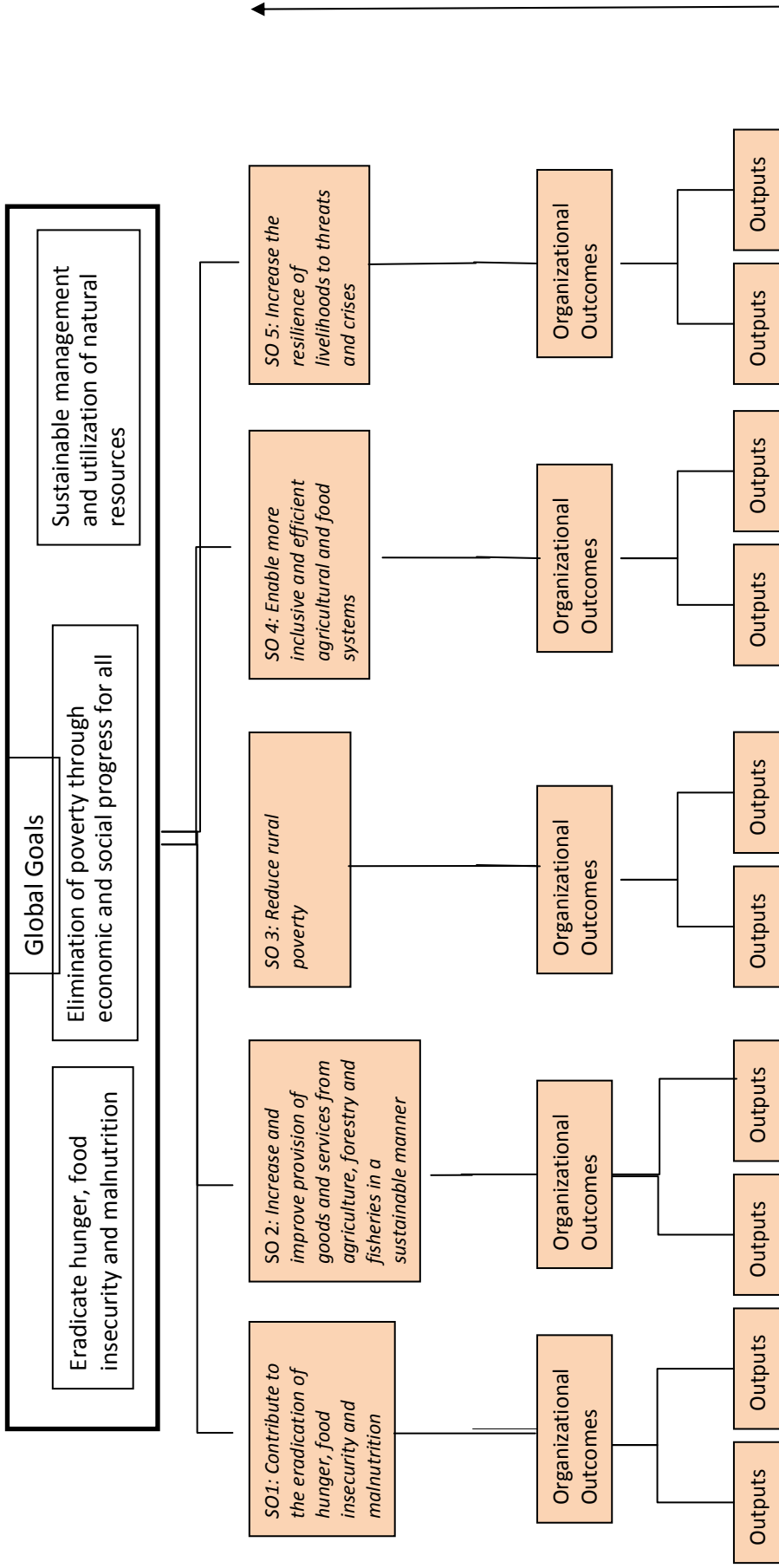


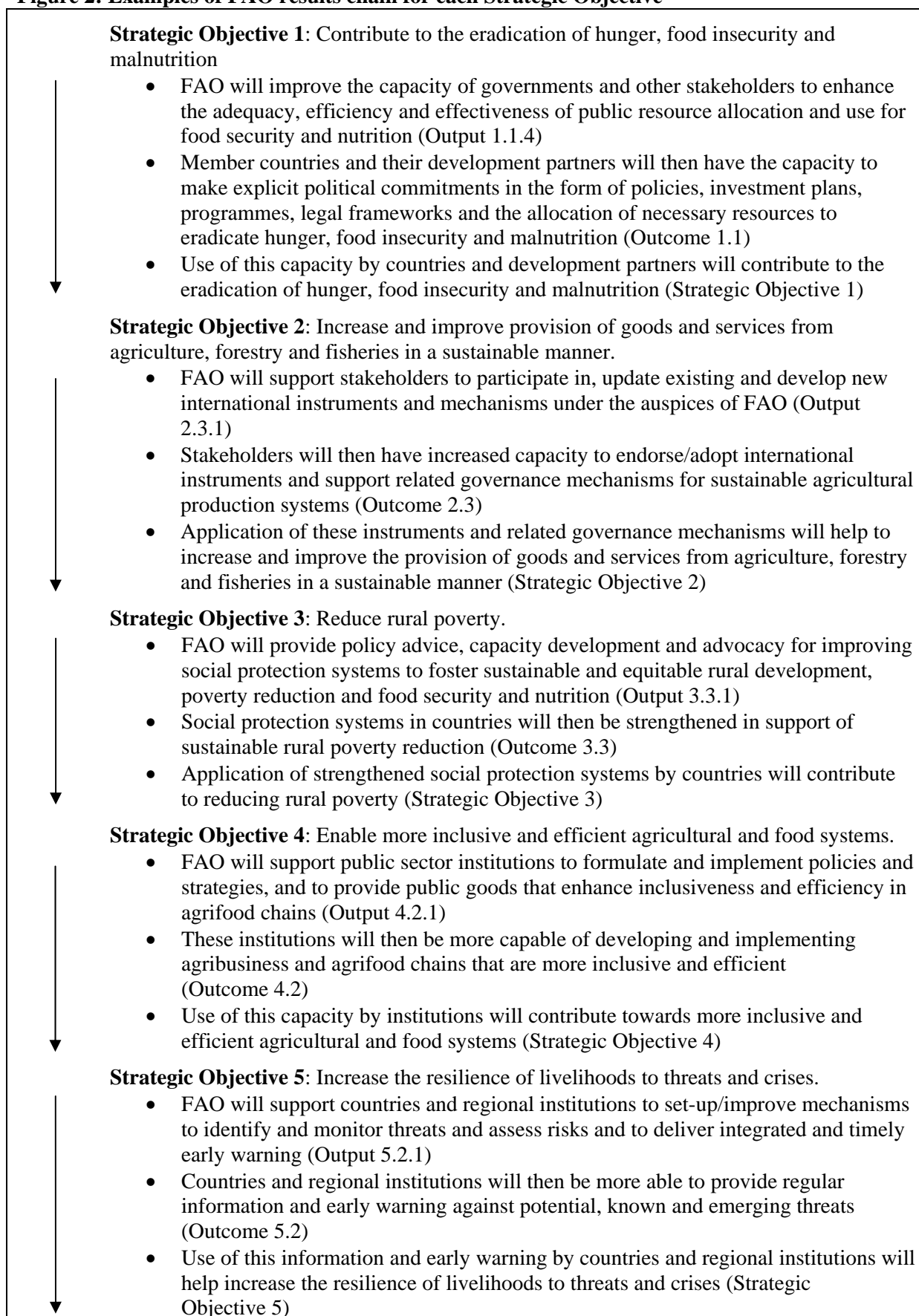
Figure 2: Examples of FAO results chain for each Strategic Objective

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 <i>delivery is the responsibility of all partners – FAO, Member States and development partners</i> . FAO can <i>contribute</i> 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 ' <i>contribution</i> ' to the outcomes is being developed and will be included in the follow-up assessments.
Outputs	FAO produces, controls <i>and is fully accountable for delivery: full attribution</i> .	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.