

C 2025/8 Annex 3: Monitoring methodology

Managing performance in implementing the FAO Strategic Framework 2022-31

1. FAO relies on a monitoring system that stresses the importance of organizational learning and includes a set of robust quantitative and qualitative measures to steer and improve performance. Monitoring and reporting on results serves two main purposes. First, to ensure accountability to Members in reporting results achieved through the use of the funds entrusted to the Organization, taking into consideration the different accountabilities for the different levels of results. This provides the basis for assessing and reporting how FAO's actions contribute to changes at national, regional and global levels. Second, to strengthen a culture of managing for results by informing on progress, alerting of need for in-course correction and promoting organizational learning from monitoring and evaluation. The expected benefits are enhanced organizational learning and improved delivery of results in support of the 2030 Agenda.

2. The FAO results framework for 2022-31 guides the monitoring and reporting of the Organization's work. The accountability of FAO, Members and development partners at each level of results, and means of measuring progress, are set out in Table 2 of C2023/3 *The Medium-Term Plan 2022-25 (Reviewed) and Programme of Work and Budget 2024-25*.

FAO's monitoring framework – accountability and measurement

Result level	Accountability and measurement
Outputs	<ul style="list-style-type: none"> • FAO's direct contribution to the Outcomes. Outputs represent the tangible delivery of FAO's interventions under the PPAs funded through Regular Budget and extrabudgetary resources at the national, regional and global levels. • FAO produces, controls and is fully accountable for delivery: full attribution. The progress toward output achievement is assessed and reported annually. • Bespoke, harmonized indicators are established in PWB Annex 1 and reported in the Programme Implementation Report. This provides both quantitative and qualitative information on output delivery to assess the coverage and relevance of FAO's Outputs, and the identification of areas of improvement. Qualitative measurement will be facilitated through a corporate biennial survey.
Outcomes	<ul style="list-style-type: none"> • Medium-term changes in the country-level or global enabling environment and capacities needed to achieve the four betters as derived from and anchored in SDG targets. • FAO influences and contributes to changes, but does not fully control Outcome level results: partial attribution. FAO has some accountability through its contribution, but achievement is the responsibility of all partners, including Members and other development actors. • • SDG indicators monitored by FAO using international data sources that may be complemented by additional indicators, as necessary, to fill measurement gaps in specific areas of work.

Impacts	<ul style="list-style-type: none"> • Development impacts that represent FAO’s aspirations, and to which the Organization contributes through the results it has committed to achieve, providing a clear line of sight to FAO’s own programme of work. • FAO contributes to, but does not have control over these high-level, long-term results: no attribution of any one entity, it is a collective accountability. • • SDG targets and indicators track global trends at this level and are monitored by FAO using international data sources.
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3. The FAO Strategic Framework 2022-31 is anchored in the Sustainable Development Goals (SDGs). Building FAO's overall theory of change around the 2030 Agenda for Sustainable Development ensures FAO's efforts are closely integrated in, and linked to, the global development agenda and enhances the quality and meaningfulness of results monitoring and reporting. It allows FAO to use a common language to articulate its mandated targets and achievements in terms of contribution to the SDGs (outcomes and impacts) at all Organizational levels. In addition, qualitative and quantitative indicators measure the Organization's contributions at output level, and Key Performance Indicators (KPIs) assess FAO's work in support of Objective 5, Functional Objectives, and Special Chapters. Annex 1 of the present document reports on performance at all levels of the strategic results framework. Throughout the performance management process, the Organization leverages existing data to report on delivery and minimize the reporting burden, especially at country and regional levels.

Monitoring and reporting on the Four Betters and PPA outcomes

4. FAO's aspiration to achieve better production, better nutrition, better environment and a better life, leaving no one behind is represented by the expected impacts of its work. The Organization contributes to these high-level, long-term results, but there is no attribution to any one entity as it is a collective accountability. Selected SDG indicators monitor progress achieved by Members towards the Four Betters.

5. Programme Priority Areas represent multidisciplinary themes where FAO, as a UN specialized agency, brings its technical expertise to bear to address specific gaps or issues in the fulfilment of the 2030 Agenda. The Organization influences medium-term changes in the country- or global-level enabling environment and capacities, but their achievement is the responsibility of all partners, including Members and other development actors (partial attribution/accountability).

6. FAO monitors global trends in achieving the four betters and Programme Priority Area (PPA) outcomes through a set of 80 unique SDG indicators. Additionally, an indicator on Anti-microbial resistance, endorsed by FAO Governing Bodies, complements the information for monitoring outcome-level change relevant to PPA Better Production 3, One Health. Changes at this level are observed usually over an extended period because progress is evidenced a number of years after the relevant interventions are implemented.

7. SDG indicators are classified into Tiers, depending on the availability of methodology and standards for data and the frequency and consistency of the data. Since 2016, data availability has progressively increased, and all indicators now have internationally established methodologies or standards which are continuously refined and harmonized.

8. Approximately two-thirds of the 225 indicators in the UN SDG database have adequate data coverage (Tier I), i.e., data are regularly produced by countries for at least 50% of countries and of the population in every region where the indicator is relevant. Fifty-four SDG indicators used to monitor the

FAO Strategic Framework 2022-31 are classified as Tier I, of which five cannot be aggregated to the global level (1.2.1, 1.5.1, 1.5.2, 8.5.1 and 10.2.1). Annex 1 reports on the values of the remaining 49.

9. Twenty-six SDG indicators used to monitor the FAO Strategic Framework 2022-31 are classified as Tier II, meaning no values can be reported systematically due to the lack of regularly produced data with adequate country coverage. For example, since 2015, less than half of the 193 countries or areas produced internationally comparable data on the cross-cutting SDGs of climate action (SDG 13) and gender equality (SDG 5). Nonetheless, in a limited number of cases, data is available for specific series of those indicators relevant to FAO's mandate. Annex 1 therefore also includes reporting on 9 Tier II indicators for which relevant data is available.

10. Annex 1 presents the most recent data available in the SDG Global Database at the time of publication (March 2024). Exceptionally, data on three Tier I indicators (1.3.1, 10.b.1 and 13.2.2) and 1 Tier II indicator (17.5.1) was sourced from Statistical Annex to the Report of the Secretary-General (Special edition): Progress towards the Sustainable Development Goals: Towards a Rescue Plan for People and Planet (E/2023/64), which reports on global aggregations not available through the SDG Global Database.

11. Data refers to the years 2015 (SDG baseline), 2023 (end of biennium) and 2019 (midpoint between the other two years). However, timeliness of the data also poses a significant challenge, with a significant proportion of indicators lacking data for recent years. Where data was not available for 2023 and 2019, the reported information refers to the closest prior year for which data was available. Where data was not available for 2015, data for 2016 was provided as baseline when possible.

12. FAO monitors these SDG values to analyze the global status of each Better, as presented in the main PIR narrative. Trends in thematic areas under the four betters for which SDG data is not available are assessed in these narratives on the basis of the progress report included in the Statistical Annex of the Progress towards the Sustainable Goals presented to the Economic and Social Council in 2023 (E/2023/64, annex), including the Supplementary Document, as well as FAO's own reporting on food and agriculture-related SDG indicators for which it is custodian agency.¹

Monitoring and reporting on outputs contributing to the *four betters*

13. Outputs contributing to the Four Betters capture the direct contribution to PPA outcomes and specific SDG targets made by FAO's interventions. They are defined at the appropriate levels (global, regional, national), addressing the relevant priorities and ensuring a clear line of sight towards the 2030 Agenda. FAO produces, controls and is fully accountable for their delivery (full attribution) with funding from both regular and extrabudgetary resources.

14. Performance in output delivery is measured via two harmonized indicators for each PPA, as per the results frameworks approved by Members. Together, they provide quantitative and qualitative information to assess the coverage and relevance of FAO's outputs and identify areas for improvement. Annex 1 reports on the harmonized output indicators and complements this information with information on the status of the outputs contributing to each PPA.

15. The first, quantitative output indicator informs on the number of countries where FAO has contributed to PPA outcomes and relevant SDGs as planned. The contributions are documented within FAO's corporate planning and monitoring system. Managers across the Organization inform of the accomplishments during the biennium, the contribution to the PPA outcome and related SDG targets, .

¹ FAO. 2023. Tracking progress on food and agriculture-related SDG indicators 2023. Rome.
<https://doi.org/10.4060/cc7088en>

They assess the status of the outputs against the plans for 2022-23, indicating whether progress was achieved as planned, unforeseen risks factors may affect full delivery or cancellations took place. Annex 1 details the proportion of outputs that were completed as planned in 2022-23, by PPA.

16. These reports also inform planning for future biennia. Programme Priority Area leaders and their teams receive a summary of progress to inform future direction and regional offices provide a high-level review to ensure coherence and consistency in the regional theory of change, as well as continued support to country offices.

17. The second, qualitative output indicator is measured through a Stakeholder Survey, administered biennially to stakeholders engaged with FAO at country level. These stakeholders assess dimensions of FAO's work such as quality, timeliness and influence of FAO's work on a 5-point scale ranging from "strongly disagree" to "strongly agree". For the 2022-23 biennium, the survey was administered electronically to over 6,700 respondents in 140 countries with a 49% response rate. Respondents comprised individuals with whom FAO collaborated in the previous two years, spanning various sectors and constituencies, including government institutions, civil society organizations, international or regional financing institutions, resource partners, private sector, academia/research institutions and other UN Agencies. The output indicator reported in Annex 1 specifies the percentage of survey respondents indicating that they "Agree" or "Strongly Agree" that FAO made a positive contribution to the PPA outcomes in 2022-23.

Monitoring and reporting on Objective 5, Functional Objectives and Special Chapters

18. Achievements in support of Objective 5, Functional Objectives and Special Chapters are measured through 58 Key Performance Indicators (KPIs). Heads of business units use established methodologies to collect KPI data. They also assess performance in ensuring internal technical capacity and integrity, and the creation of an enabling organizational environment that promotes continuous improvement for delivery of FAO's technical work. Annex 1 reports on the actual value of the KPIs at the end of the 2022-23 biennium in comparison to the target value for the biennium.

19. Three KPIs were not assessed as they are not meaningful at this point in time. KPIs 9.3.B and 9.3.B measure timeliness in implementation of audit agreed actions. However, implementation timelines were revised in 2022-23 following a thorough review of all outstanding agreed actions and reformulation of the management action plans considering issues that had been superseded and based on a reassessment of risks and risk levels.

20. Two indicators (7.1.E and 10.3.G) and one sub-indicator (10.3.F-a) are intended to measure performance in the 2024-25 biennium and, as originally foreseen, cannot be meaningfully assessed for 2022-23.

Lessons Learning

21. The PIR also includes lessons learned throughout the biennium, which are an integral part of the reporting process. In addition to reporting on the status of individual outputs and deliverables, managers at all levels are required to systematically identify and capture factors that affected implementation and influenced results throughout the 2022-23 biennium. Lessons are drawn from overall work contributing to the four betters and 20 PPAs, and from delivery of individual outputs defined in the MTP/PWB in the case of contributions to Objective 5, Functional Objectives and Special Chapters. Managers review challenges faced, opportunities exploited, best practices identified, and risk mitigation actions that proved useful and indicate how this knowledge will influence future work. The most common issues and insights emerging from this reflection process are summarized and presented in the main document.