



منظمة الأغذية  
والزراعة  
للأمم المتحدة

联合国  
粮食及  
农业组织

Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

Organisation  
des  
Nations  
Unies  
pour  
l'alimentation  
et  
l'agriculture

Продовольственная и  
сельскохозяйственная  
организация  
Объединенных  
Наций

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

## JOINT MEETING

### Joint Meeting of the Hundred and Third Session of the Programme Committee and the Hundred and Thirty Second Session of the Finance Committee

Rome, 14 April 2010

### Progress on Resource Mobilization and Management Strategy

#### Introduction

1. The Immediate Plan of Action for FAO's Renewal (IPA), approved by the 35<sup>th</sup> (Special) Session of the FAO Conference in November 2008, introduced a resource mobilization and management strategy whereby assessed contributions would be supplemented by extra-budgetary voluntary contributions for support to agreed priorities in the Strategic Objectives.<sup>1</sup> Essential building blocks of the strategy include:

- a) the areas selected by the governing bodies as an integral part of the medium term planning process to form a focus for voluntary contributions: Impact Focus Areas; regional and sub-regional programmes; and country development priorities as defined in the National Medium Term Priority Frameworks (IPA actions 3.12 to 3.17); and
- b) a series of measures to improve the management of assessed contributions (IPA actions 3.18 to 3.21).

2. The results frameworks were approved by the 36<sup>th</sup> Session of the FAO Conference in November 2009 through endorsement of the new Strategic Framework 2010-19, Medium Term Plan 2010-13 and Programme of Work and Budget 2010-11 (MTP/PWB). They provide the basis for further elaborating the resource mobilization and management strategy. This paper reports on progress made on aspects of the strategy related to voluntary contributions, covering: a) managing the integrated budget; b) Impact Focus Areas; c) National Medium Term Priority Frameworks; d) consultations with partners; and e) communications strategy.

3. The Committees are invited to note the progress achieved and the work planned.

<sup>1</sup> C 2008/4 IPA paragraph 34

## A. Managing the Integrated Budget

4. The Programme of Work and Budget 2010-11 provided an integrated view of the total resource requirements, from both assessed and voluntary contributions, needed to achieve the two-year targets in the Organizational Results frameworks presented in the Medium Term Plan 2010-13 for the Strategic and Functional Objectives. The responsibilities for corporate resource mobilization for voluntary contributions are assigned to the Office of Strategy, Planning and Resources Management (OSP) and the Policy and Programme Development Support Division (TCS) in the Technical Cooperation Department. The offices were established as of 1 January 2010.
5. OSP develops, monitors and reports on the corporate resource mobilization strategy and policy, including Impact Focus Areas. It manages overall resource requirements (assessed and voluntary) for all activities of the Organization under the MTP/PWB, and monitors and reports on corporate programme implementation.
6. TCS coordinates and supports implementation of the corporate resource mobilization strategy. It manages donor relationships and leads fund-raising in Rome and in capitals; supports field offices in their fund-raising efforts; develops and promotes innovative voluntary funding and implementation arrangements; helps ensure a good quality pipeline for voluntary funding of technical cooperation; and contributes to the field programme management in monitoring all phases of the project and programme cycle.
7. Under results-based management of the integrated budget, work planning is the process through which each organizational unit (i.e. division or office at headquarters, regional or sub-regional level) transforms what was planned in the Organizational Results frameworks into operational practice for all sources of funds.<sup>2</sup> Units have planned their Unit Results in line with the total net appropriation budgetary envelopes provided, and consistent with the most recent estimates of voluntary contributions (operational and pipeline projects, and prospects). All projects and prospects must make a direct contribution to achieving Organizational Results, as delineated at the level of Unit Results during work planning.
8. An enhanced quality assurance framework for trust fund and TCP projects is being developed to help ensure that project formulation effectively supports the achievement of the Organizational Results and addresses country needs identified in the National Medium Term Priority Frameworks (NMTPFs). Furthermore, the terms of reference of the Programme and Project Review Committee (PPRC) are being revised to ensure that the projects implemented in a particular country are mutually supportive and generate real synergies in pursuing common objectives compatible with the Organization's strategic framework.
9. Three main tasks will be undertaken during 2010:
  - a) The responsibility and accountability framework for resource mobilization in decentralized offices will be prepared and capacities strengthened. A training needs assessment is underway, and a web-based knowledge repository and information exchange platform will be established.
  - b) A corporate resource allocation mechanism for voluntary contributions will be put in place, initially focusing on contributions that are less-earmarked.
  - c) The implementation monitoring and reporting system will provide for reporting on voluntary contributions to improve governing body monitoring and oversight.<sup>3</sup>

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<sup>2</sup> JM 2010.1/3 paragraphs 6-13

<sup>3</sup> JM 2010.1/3 paragraphs 14-20

## B. Impact Focus Areas

10. Seven Impact Focus Areas (IFAs) were developed through a consultative process and endorsed in the MTP/PWB. The IFAs contribute to strategic resource mobilization at all locations.

11. IFAs orient resource mobilization and partnering efforts towards priority groups of Organizational Results across or within the Strategic Objectives, acting as “flagships” and providing a communication and advocacy tool. All resources provided through the IFAs will contribute directly to the achievement of selected Organizational Results. The aim is to progressively attract pooled funding of voluntary contributions under the results frameworks, with a target of 20 percent of voluntary contributions mobilized through IFAs by 2013.<sup>4</sup>

12. Two main tasks will be undertaken in 2010-11:

- a) A strategy for mobilizing resources will be prepared for each Impact Focus Area. This will convey the focus of resource mobilization efforts, both in terms of voluntary contributions and partnerships.
- b) A framework for assessing the success of the IFAs in support of resource mobilization will be developed under the implementation monitoring and reporting system.

## C. National Medium Term Priority Frameworks

13. Before 2004, FAO had no systematic process for preparing country programmes covering all the Organization’s work in a given country. In 2004, the Evaluation of FAO’s Decentralization<sup>5</sup>, recommended the introduction of four-year rolling FAO National Medium Term Priority Frameworks (NMTPFs). The initial NMTPFs were subsequently assessed by independent reviewers as part of the Independent External Evaluation of FAO (IEE) in 2006-07. The IEE saw a need for improved priority-setting of FAO’s work at country level. The IPA recognized the NMTPF as one of the major tools to inform the development of the Organizational Results and Strategic Objectives, to focus FAO efforts on national needs and to help guide resource mobilization as part of the medium term planning process.

14. With the development of the results-based approach to programming and budgeting in the Strategic Framework 2010-19, the NMTPF must logically evolve beyond its original conception as a self-contained FAO country-level planning instrument, to ensure the bridging between global and regional FAO priorities and country priorities in the context of UN reform, including “Delivering as One”. The NMTPF thus must aim at defining a comprehensive agenda for cooperation with national authorities, within the results frameworks in the MTP/PWB. It should provide a clear perspective of FAO’s potential role and priority actions in the development process of the country, and on integrating FAO’s work into national agricultural development plans and strategies, including exercises such as UNDAF. However, the precise content and role of the NMTPF has not yet been formalized and continues to evolve based on experience.

15. The ongoing Evaluation of Programming at Country Level, including NMTPFs, is assessing the processes and strategies associated with FAO country programming, and in particular the current and potential future role of the NMTPF. The evaluation is scheduled to be considered by the Programme Committee in October 2010. Based on the results of this evaluation and the complementary work planning pilot for country offices, the content and role of the NMTPF will be clearly defined. Guidelines will be prepared and training support will be provided

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<sup>4</sup> C 2009/15 Organizational Results X01

<sup>5</sup> PC 92/6a) and FC 108/18

during the biennium. The NMTPF will include a resource mobilization strategy to support the agreed work plans at national level.

## **D. Consultations with Partners**

16. In recent meetings with partners, the Secretariat has advocated support to the results frameworks in MTP/PWB, as well as the Organizational Results identified for priority funding in the IFAs. Multi-year agreements have been negotiated, as well as less earmarking of contributions.

17. Recent developments in the mobilization of voluntary contributions include:

- a) Belgium has agreed to allocate its recent voluntary contribution to work under Strategic Objectives A, H and K, with due attention to ensuring continuity with previously funded substantive thrusts.
- b) Spain has pledged a lightly earmarked voluntary contribution, and the Organization has proposed to apply these resources to specific projects and programmes bearing in mind each projects' contribution to Organizational Results identified in the IFAs.
- c) Sweden has proposed to support work under Strategic Objectives F and G focussing on the challenge of climate change through sustainable natural resource management and livelihoods, which is now under discussion.

18. As foreseen in the IPA, an informal meeting will be held at headquarters in the first quarter of the second year of the biennium, bringing together interested Members, partners and other potential sources of voluntary contributions, to exchange information on extra-budgetary voluntary funding requirements, especially in relation to the Impact Focus Areas<sup>6</sup>. The meeting could inform the estimates of voluntary contributions used in preparing the PWB 2012-13, as well as providing opportunities to mobilize resources in the current biennium.

19. The Organization has extended its resource mobilization efforts to engage a broader range of emerging partners, including private foundations and consideration of the private sector. Some examples are provided below.

20. The People's Republic of China has agreed to make available to FAO resources to support developing countries in improving their agricultural productivity. This three-year agreement marks China's entry into the group of significant FAO partners. It will have a strong focus on Africa, but would not exclude other regions.

21. Another new partner is Turkey. In 2006, the Turkish authorities agreed to provide voluntary contributions over five years for FAO field programme development in the Central Asian Republics. The agreement is in consonance with well-established South-South Co-operation principles. Co-funding from other sources (e.g. Islamic Development Bank) has been sought to ensure an even stronger catalytic impact towards the achievement of the Millennium Development Goals.

22. In 2008, a trust fund agreement was initiated between FAO and the Brazilian Ministry of Agrarian Development for regional cooperation projects in Latin America and the Caribbean. More recently, in 2009, another agreement was signed between Brazil and FAO for emergency related projects.

23. The FAO Decentralized Cooperation Programme (DCP) was formally launched in 2002 to create networks of local government institutions in developed and developing countries with the aim of combating hunger and malnutrition. Direct city-to-city or region-to-region collaboration is promoted, with FAO acting as both a catalyst and a provider of external support and technical guidance. At the moment, it results in an overall mobilization of about USD 20

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<sup>6</sup> IPA action 3.9

million from Italy, France, Spain and Belgium for the implementation of 30 food security projects around the world.

24. FAO continues to build on existing relations with private foundation partners. New partners emerged during the last biennium, for example the Bill and Melinda Gates Foundation, and other private foundations have expressed interest in devoting greater resources to agriculture and rural development.

25. Work is on-going to develop guidelines for partnering with the private sector. A training programme on building strategic partnerships is being developed and rolled out in FAO as part of the Leadership Training curriculum (IPA action 3.15).

### **E. Communications Strategy**

26. A communications strategy for resource mobilization, including the IFAs, will be developed during 2010 in close collaboration with the Office of Corporate Communications and External Relations (OCE). It will cover the development of appropriate communication tools such as enhancement of websites, and the use of social as well as traditional media, focussing on identifying priority messages and promoting success stories to reach out to key partners, media, etc. It will also include the development of a knowledge base which will provide guidance on resource mobilization techniques, sample proposals, model agreements, databases, training modules, donor approach strategies, and donors' decentralization strategies and policies.

27. Emergency-related communication will aim to ensure that: the core concepts of Strategic Objective I keep a high profile on the international and national agenda; an effective corporate identity of "FAO in Emergencies" is recognized by all stakeholders; and communication is systematically included to support emergency and rehabilitation interventions.

28. A related set of communication guidelines will be prepared to assist staff in all units engage in communication activities related to resource mobilization, starting in 2011.