



Food and Agriculture
Organization of the
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International
Plant Protection
Convention

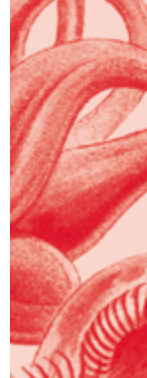
IMPLEMENTATION REVIEW AND SUPPORT SYSTEM (IRSS)

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IPPC Guide to resource mobilization

Promoting contracting
party partnerships



IPPC Guide to resource mobilization

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party partnerships

As an outcome of the eleventh session of the Commission on Phytosanitary Measures (CPM 11) in 2016, the IPPC was requested to develop a Guide for Resource Mobilization to help contracting parties identify and access sources of funding and assistance to support their national phytosanitary activities. This Guide is the first step to help contracting parties enhance their capacity to mobilize funds, with a particular focus on building long term sustainable funding, resource partnerships and targeting areas where there is the greatest need for resources to achieve the greatest impact. This Guide includes principles, approach and examples of potential partners for resource mobilization.

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Foreword

In today's resource environment there are many obstacles that contracting parties face to secure sustainable funding in order to establish, manage and strengthen their national phytosanitary systems and fulfil the implementation of the International Plant Protection Convention (IPPC). Contracting parties to the IPPC, like members of other conventions and international agreements face broad challenges and priorities on their available funding, which often results in certain sectors, such as plant health, not having a sufficient resource allocation.

As an outcome of the eleventh session of the Commission on Phytosanitary Measures (CPM 11) in 2016, the Implementation Facilitation Unit of the IPPC was requested to develop a Guide for Resource Mobilization to help contracting parties to identify and access sources of funding and assistance to support their national phytosanitary activities.

This Guide is the first step to help contracting parties enhance their capacity to mobilize funds, with a particular focus on building long term sustainable funding, resource partnerships and targeting areas where there is the greatest need for resources to achieve the greatest impact. This Guide includes principles, approach and examples of potential partners for resource mobilization.

I hope this Guide will help you work towards developing a plan to access resources appropriate to your national situation and work towards our shared vision of protecting global plant resources from pests.

Thank you and good luck.



Jingyuan Xia
Secretary of the International Plant
Protection Convention

Acronyms

ADB	Asian Development Bank
AfDB	African Development Bank
AIIB	Asian Infrastructure Investment Bank
AMU	Arab Maghreb Union
BODB	West African Development Bank
BSTDB	Black Sea Trade and Development Bank
BRICS	Brazil, Russia, India, China & South Africa country group
CABEI	Central American Bank for Economic Integration
CAF	Development Bank of Latin America
CDB	Caribbean Development Bank
COMESA	Common Market for Eastern and Southern Africa
COMIFAC	Commission for the Forests of Central Africa
CENSAD	Community of Sahel-Saharan States
CPM	Commission on Phytosanitary Measures
EADB	East African Development Bank
EAC	East African Community
EC	European Commission
ECOWAS	Economic Community of West African States
EDB	Eurasian Development Bank
EIB	European Investment Bank
ERDB	European Bank for Reconstruction and Development
ETDB	Economic Cooperation Organization Trade Development Bank
EU	European Union
FAO	Food and Agriculture Organization (of the United Nations)
FMM	Multi-partner Support Mechanism
GCP	Government cooperative programme
GEF	Global Environmental Facility
IDB/IADB	Inter-American Development Bank
IFAD	International Fund for Agriculture Development
IFI	international financial institution
IGAD	Intergovernmental Authority on Development
IPPC	International Plant Protection Convention
IRSS	Implementation Review and Support System (of the IPPC)
IsDB	Islamic Development Bank
MTF	Multi-lateral trust fund
MUL	Multi-lateral partner trust fund

NGO	Non-government organization
NIB	Nordic Investment Bank
NDB	New Development Bank (formally BRICS Development Bank)
NPPO	national plant protection organization
OSRO	Office of Special Relief Operations
PCE	Phytosanitary Capacity Evaluation tool (of the IPPC)
PG	project grant
PPG	project preparation grant
REC	Regional Economic Communities
RM	resource mobilization
SADC	Southern African Development Community
SPS	Sanitary and Phytosanitary Agreement of the WTO
SSC	South-South Cooperation Programme (of the FAO)
STDF	Standards and Trade Development Facility (of the WTO)
TCP	Technical Cooperation Programme (of the FAO)
WTO	World Trade Organization
UN	United Nations
UNJP	United Nations Joint Programmes
UTF	Unilateral trust fund

Introduction

The IPPC Secretariat has been working with contracting parties to enhance their national phytosanitary capacity for many years, which includes the need to identify and access available resources (IPPC, 2012a). In an effort to work towards a sustainable funding situation, the IPPC previously developed the Resource Mobilization Strategy for the IPPC (IPPC, 2012b). However, this strategy focused on obtaining resources to support the activities undertaken or coordinated by the IPPC Secretariat, rather than contracting parties as the primary resource recipients.

In recognition that resource mobilization can be a challenging exercise, the IPPC Secretariat has developed this Guide to assist contracting parties understand what resource mobilization is, the steps that are involved and options to mobilize resources both internally and externally. This will contribute towards contracting parties being able to access adequate resources to fulfil the objectives of the Convention, for the purpose of:

- ◆ Protecting sustainable agriculture and enhance global food security through the prevention of pest spread
- ◆ Protecting the environment, forests and biodiversity from plant pests
- ◆ Creating economic and trade development opportunities through the promotion of harmonized standards for plant health, and
- ◆ Developing phytosanitary capacity for members to accomplish the first three objectives

This Guide is divided into three main sections, with additional information included where relevant to provide examples of potential resource partners, tools, templates and references for further information.

1. The principles of resource mobilization

Before starting a resource mobilization initiative, it is important to understand the resource mobilization concept and the context in which it is best applied. To do this, there are some principles that provide a basis from which to start. These include basic principles, key areas for partnership and roles and responsibilities.

2. The approach to resource mobilization

As the IPPC is hosted by the Food and Agriculture Organization (FAO) of the United Nations (UN), it has the benefit of being able to access a wide range of resource mobilization information, that is available to FAO member countries, and in turn, IPPC contracting parties. The approach to resource mobilization that will be described in this Guide comes from FAO and has proven to be very effective in identification and accessing resources.

The steps that FAO has identified in their approach to resource mobilization are directly applicable to the IPPC context and include – Identify – Engage – Negotiate – Manage and Report – Communicate Results.

3. Potential partners for resource mobilization

In any sector, be it human, animal or plant health, the environment, climate change or trade facilitation, there are many potential partners that could be of assistance to IPPC contracting parties. This section will include information on how contracting parties can work to mobilize resources within their countries and also identify potential external partners.



Section 1

The principles of resource mobilization

Resource mobilization focuses on forging partnerships built on trust and mutual accountability so as to attract adequate and more predictable contributions, with the long term goal of sustainability. To do this a contracting party should identify their needs and determine what results they want to achieve from a project or activity. It is by knowing this that they can ensure they are focused on areas where they can have the greatest impact.

Being results focused for greatest impact

Acting with purpose to achieve results is fundamental to showing resource partners that their support is valued and has the desired impact. A structured way to set out how results will be achieved is by using the Logical framework matrix (which will be discussed further in Section 2).

IPPC Phytosanitary Capacity Evaluation (PCE) tool

Promoting the use of the Phytosanitary Capacity Evaluation (PCE) tool has been endorsed by IPPC's governing body, the Commission on Phytosanitary Measures (CPM) to assist contracting parties understand their national phytosanitary situation. The use of the PCE tool allows countries to identify the strengths and gaps in their existing and planned phytosanitary systems. Once identified a country can then develop a plan to improve their phytosanitary system, which can provide the basis for dialogue with potential resource partners.

Developing and following a logframe helps a project stay focused to achieve results by having thought out indicators which allow for monitoring. These indicators are based on the SMART concept of Specific, Measureable, Attainable, Relevant and Time-based, to measure the success of activities, outputs and objectives, to achieve the purpose of the project. Information that could be used to develop a logframe for your project could be a result of a Phytosanitary Capacity Evaluation (PCE) in your country, which provides a framework for rational strategic planning.

Principles

When mobilizing resources to establish, manage or strengthen a national phytosanitary system, it is important that contracting parties following some basic principles.

Principle 1 – All resources mobilized support IPPC's Strategic Framework and are focused at achieving the strategic objectives therein.

Principle 2 – Resource partnership agreements are in alignment with the obligations of implementing the Convention.

Principle 3 – All resources mobilized are monitored by both resource partners for accountability.

Principle 4 – Relationships with resource partners are fostered for mutual trust and benefits.

Principle 5 – All resource mobilization efforts are coordinated and undertaken to achieve national good in a supportive manner.

Key areas for partnership

There are different levels at which partnerships can be formed. The size of the project and the intended results help determine at what level to seek a potential resource partner to ensure that mutual interests are aligned. It is therefore important to be aware of priority areas and initiatives underway at each level, to target the most appropriate partner. More information on potential resource partners can be found in Section 3.

International

At the highest level, potential international partners often provide resources and support under large scale programmes with the purpose of achieving results that are globally applicable.

Regional

Regional initiatives usually reflect priority challenges and emerging issues of importance to the region. Due to geographic, climatic and often economic similarities, countries often benefit from being part of regional projects that address their collective issues.

National

An analysis of the national situation can identify needs that require specific support for a country. Once needs are identified a government can lobby for support from resource partners.

Roles and responsibilities

The roles and responsibilities of resource mobilization initiatives can vary, but at a minimum need to include different expertise to provide input at various stages in the process.

Coordinating your effort

Coordinating the resource mobilization approach is essential for ensuring consistent messages are delivered to potential resource partners. Dependent on the context of the support or assistance needed, this can mean coordinating an approach at a national, organizational, programme or project level.

To assist in coordinating efforts, a communication strategy can outline who the focal point is, coordinate activities to promote and protect the identity of the entity, be useful to raise awareness of issues and outline advocacy material to communicate key messages (IPPC, 2014).

Strategic input

The strategic input that should be included in resource mobilization initiatives should reflect the national or organizational strategy and mandate. This will often include material directly from a strategy or policy, such as a mission statement, strategic objectives and/or core functions and activities (IPPC, 2012c). Strategic input can also be received from a governance body or representative committees.

Technical input

Technical input to be included in a resource mobilization proposal should be appropriate to the situation for which support is being requested. This could include outcome of analyses, evaluations or in response to an emerging issue. For IPPC contracting parties, the outcomes of the application of the Phytosanitary Capacity Evaluation (PCE) tool provides information that can be used as the basis for dialogue with potential resource partners (IPPC, 2011).

Negotiation

The role of a negotiator is important to be able to openly discuss options during formulation of a partnership. This role should be filled by someone who has extensive knowledge of 'the business', effective interpersonal skills and patience, has the ability to read a situation and create a positive atmosphere and can use persuasion without manipulating others.

Monitoring and evaluation

Having the capacity to monitor and evaluate a partnership agreement is essential to ensure that a project stays on track. This should include personnel to monitor and evaluate the progress of work activities, outputs and the budget according to project milestones and reporting requirements.

Section 2

The approach to resource mobilization

The approach to be followed when mobilizing resources can be identified in five steps that sequentially flow into each other (Figure 1). By following the very successful approach designed by the FAO (2016), you will ensure you cover off important aspects during each step. The Resource Partner Matrix is a useful template to use to during the approach, to analyse the national resource mobilization situation for your country and potential matches for future partnerships (Annex 1).

The outcomes of using the FAO approach will be a thought out resource mobilization strategy and action plan, specifically tailored to a contracting parties' national situation. By having a national strategy and plan you will ensure that your resource mobilization efforts are coordinated appropriately and achieve the desired results with a high level of impact.

However, before you start using the approach, there are some other things that need to be considered, these include:

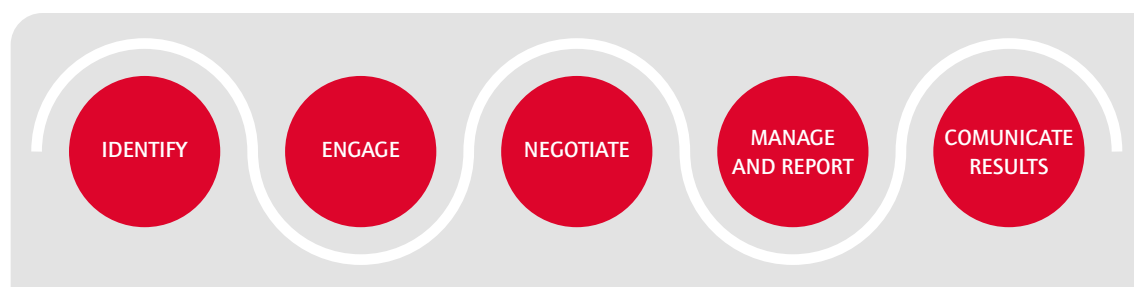
- ◆ Nominate a lead person for your RM initiative
- ◆ Select employees with specific competencies to provide appropriate input (e.g. strategic, technical, monitoring)
- ◆ Dedicate time (and budget) to your RM initiative, and
- ◆ Periodically review your progress and adjust the above points as necessary

The five steps that are included in the resource mobilization approach are further expanded on below and summarized in Annex 2.

Step One – Identify funding sources

There are many different types of potential resource partners that can be engaged with (Figure 2). From your initial analysis of potential partners, you should

Figure 1: Key steps to the resource mobilization approach (FAO, 2015)



look to match mutual interests in areas where you require support and where a potential partner will also benefit from the end result. To do this, you can use web searches, subscribe to fora where members include potential partners, join groups and networks and engage other countries who have been successful in their resource mobilization efforts to learn from them.

When undertaking Step One it is important to consider the current resource environment, which can change frequently. This can include a potential partner's interests, the mode of funding or support and the terms which may accompany a partnership agreement. With each type of partner there will be different requirements and modalities.

The type of support a potential partner can offer will also vary. Apart from traditional financial resources, there are other kinds of support that may be beneficial to you. These can include in-kind contributions such as human resources (e.g. consultants, experts, interns, and volunteers), hosting meetings (e.g. venue, administrative support and logistics) or provision of goods (e.g. printing of materials) or services (e.g. translation of documents).

Through the advancement of technological developments worldwide there has been an intensification of in-kind resource contributions, as it is significantly easier to gain access to highly skilled human resources without ever needing to recruit, hire and relocate them to a specific location (IPPC, 2012b).

Figure 2: Different types of potential resource mobilization partners (FAO, 2015)



Step Two – Engage

Objectives:

- Arrange meetings with potential partners
- Develop communication and advocacy materials
- Deliver presentations to potential partners
- Promote and maintain individual contacts

When it comes to engagement of potential partners, you should use every available opportunity to promote your country/NNPO and the project/area for which you are seeking resources. This should include approaching potential partners on a regular basis and being honest and transparent to build a good partnership foundation.

There are many aspects to consider when approaching a potential partner, to be sure that you communicate information in the most appropriate and appealing way. To do this, you should tailor your engagement with consideration of the below points:

- ◆ Meet face to face as much as possible;
- ◆ Have a mix of people (strategic, technical, negotiation) on your team to do 'the sell';
- ◆ Keep any documents clear and concise;
- ◆ Develop interesting advocacy material;
- ◆ Use personal contact points as much as possible;
- ◆ Ensure your information is correct and up to date;
- ◆ Time your engagement with the potential partners funding cycle;
- ◆ Highlight past work successes to demonstrate competence;
- ◆ Maintain communication and always follow up; and
- ◆ Use every opportunity to engage.

During engagement of potential partners it is always important to remember you are trying to sell yourselves to them. Therefore you need to make sure your presentations, proposals or concept notes are relevant to their interests.

Step Three – Negotiate

Objectives:

- Agree on joint interests
- Agree to partnership requirements
- Develop and finalize an agreement
- Press release about signing of the agreement

Negotiation is perhaps the most complex step in the resource mobilization approach, therefore it is important you have the right people available on your team to undertake this role. This step occurs when you are finalizing the terms of your partnership, with the agreement the end product of negotiations.

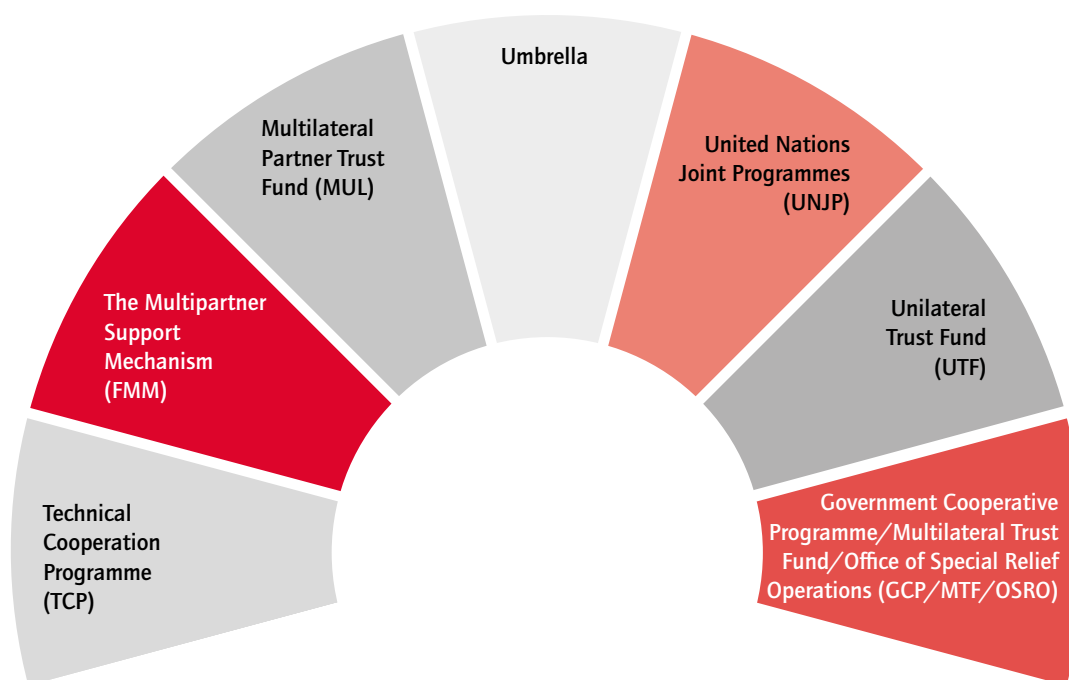
Often a partnership will have a set of standard conditions to be met, including rules, procedures and requirements for using the resources. Some of these may be open to negotiation and where possible your objective should be to keep the partnership and the resulting agreement as flexible (e.g. less-earmarked funds) as possible. This will allow for adaptability when small changes occur. However, if the circumstances around your agreement change too much, then it is likely an amendment will be necessary, which will be included as a clause in your agreement.

The types of partnerships and agreements can vary, with examples of the latter represented in Figure 3.

Once you have negotiated partnership conditions and drafted an agreement you will need to ensure you obtain any necessary clearances before proceeding with finalization. Clearances may be internal within your organization (e.g. the NNPO) or may require higher level approval by a government department or official. How and from whom you must obtain your clearance from will be specific to your country.

When your partnership is finalized then it is important you record the signing of the agreement by taking photos, writing press releases or having other types of media coverage.

Figure 3: Different types of funding agreements (FAO, 2015)



Step Four – Manage and report

Objectives:

- Acknowledge your resource partner's contribution
- Ensure appropriate management of resources
- Report to your resource partner as required

The appropriate management of a project or initiative for which you have gained support is very important to ensure effective and efficient implementation.

Your first action in this step is to appropriately acknowledging your partner's contribution, which may be through a writing a formal letter, press release, website article, at meetings, or using social media. This ensures your partner has recognition for their contribution and helps to maintain a positive partnership.

The management of your project or initiative throughout its duration may be formalized in your agreement and at a minimum will include requirements for a responsible officer to oversee the management of the project, reporting of work activities and budget expenditure. This management is most effectively undertaken by closely following the project work plan and timeline, which is often in the form of a Logical framework (logframe). The FAO and IPPC strongly encourage the use of logframes to manage, monitor and evaluate projects, to ensure your project is results-based.

The frequency and method of reporting should also be included in your agreement and are usually set for specific intervals in the project, e.g. inception, mid-term and terminal report, or are at project milestones or some other frequency requested by your partner. Whichever way you report it is essential to comply with their requirements and submit updates on time to demonstrate you are effectively implementing the project.

Step Five – Communicate results

Objectives:

- Share results and lessons learned to stakeholders
- Develop communication and advocacy material as appropriate
- Explore further options for continued support
- Press release about completion of the project/initiative

To communicate results of your project you should have communication planned at the beginning of your partnership. This communication can be done internally or by an external professional, which is dependent on what expertise you have available to you.

Your messages should be appropriate for your audiences, which may result in developing multiple products to achieve this. Project results can be used to advocate what you have achieved and the value of the work you do, in conjunction with your resource partner. The use of brochures and factsheets is an effective way to do this, as well as delivering presentations at conferences and relevant committee meetings. How you choose to communicate is up to your country/organization, but at a minimum should acknowledge your partner, key results, lessons learned and opportunities for future work.

It is for this reason that promotion of a successful project is so beneficial, as it demonstrates to your partner and other potential partners that you are worth investing in and can add value to their reputation through association. This provides a strong base to advocate for further support to continue your partnership.

Finally, as with highlighting the beginning of a project it is important to publicize the completion of the project. The most effective way to do this is through a press release.

Section 3

Potential partners for resource mobilization

For contracting parties to mobilize resources to establish, manage or strengthen their phytosanitary systems there are different options both internally within a country at a national level externally. Both options can take time and need to be carefully planned, as described in the resource mobilization approach outlined in Section 2.

Securing funds

A contracting party and its NPPO need to have an ability to access funding and others resources to ensure sustainability of their national phytosanitary systems and for implementation of the Convention.

Government allocation of funding is influenced by its priorities and hence it is the level of awareness of the phytosanitary service, in terms of protecting crop production, national food security, market access and environmental protection that is essential to convey. The NPPO has to be positioned appropriately in the list of national priorities in order to secure adequate funding.

It is therefore important to advocate the importance of plant health and the related benefits of implementing the Convention to educate all stakeholders, including politicians and consumers. The following include some key points to raise:

- ◆ the specific national obligations and responsibilities of contracting parties (and functions of NPPOs), as outlined by the IPPC
- ◆ the benefits (and costs) of conducting these functions
- ◆ the value of lost revenue due to consignment rejections
- ◆ the importance of accessing and maintaining export markets due to lack of credibility or inadequate export certification procedures

- ◆ establishing recognition of equivalency agreements as alternative plant health measures
- ◆ the implications and consequences of the introduction of regulated pests causing crop damage and losses, damage to wild flora, the national economy through loss of market access and implications on livelihoods, food security and environment

Internal mechanisms for funding NPPO activities

The mechanisms for funding the regulatory authority of a contracting party (the NPPO) are based largely on its institutional arrangements and level of autonomy. NPPOs are most efficient and effective when they have an adequate and stable funding base, which can include funded by government allocations, collection of fees, partnerships with private entities and others.

Further information on funding mechanisms for NPPOs, as described in this section, can be found in the IPPC guide *Establishing a National Plant Protection Organization* (IPPC, 2015a).

Government budget allocations

Some NPPOs depend solely on government funding to undertake activities associated with their phytosanitary system. However, there may be several other government priorities, which means other ministries, organizations and institutions also lobby for support. Additionally, government priorities are subject to change, resulting in reallocation of funds, staff numbers and infrastructure that may have a negative effect on NPPO programmes.

The allocation of funding to NPPOs may change from year to year, which could affect the ability of the NPPO to pursue its strategic goals and protection of their national plant resources from pests.

Since government funding is usually linked to approved work plans, it is important for an NPPO to clearly outline their current practices and any plans for strengthening these, such as the results of applying the PCE tool (see Section 1). As such, it is important to have access to funding to undertake fundamental phytosanitary activities and also the possibility to access emergency funding if necessary (discussed further below).

A system of user fees

A system of 'user fees' allows an NPPO to recover the costs of phytosanitary services in full or in part from the recipient user. This can include performing inspections, diagnostic services, issuance of phytosanitary certificates, pest risk analyses and others. A user fees cost-recovery system supports the continuous improvement of national phytosanitary services.

However, in many countries, user fees go directly to the government treasury and government priorities determine what portion, if any, is allocated to phytosanitary improvement. Recently, there has been a growing trend in which part or all user fees collected are allocated to the NPPO. In any case it is important to retain a separate budget for fundamental phytosanitary activities and staffing to avoid overdependence.

Considerations for formulating a user fees system (IPPC, 2015a):

In general user fees should be:

- fair, uniform and related to the cost of delivering the service
- reasonable and not represent a barrier to trade (imports or exports)
- considerate of social and development priorities e.g. monitoring of pest free areas may be an important part of national development plans promoted by the government
- reviewed at regular intervals for appropriateness, and
- applied to overtime activities (reimbursable of overtime services) and rationalized based on the cost and time required for providing services

Contingency and other emergency funds

In today's environment there is the need for governments to have sources of funding for allocation during emergencies that pose a threat to their national interests. In the area of plant protection, this is often in response to eradication or containment of an introduced regulated pest or other pest outbreaks, compensating growers whose farms may be quarantined, crops that have to be destroyed and other emerging issues.

In an ideal situation, the NPPO would have a contingency plan with associated funding allocated by the government and/or industry donors, as seen in some countries through the formulation of government-industry partnerships. Without such an emergency fund, the NPPO may be unable to respond to the spread of pests, thus making eradication or containment difficult or impossible. Consequences that could result from not being able to respond accordingly include:

- ◆ significant damage to crops and wild flora, threats to food security, economic growth and the environment
- ◆ loss of internal markets and increased costs of pest management
- ◆ loss of external markets and foreign exchange due to quarantine restrictions, and
- ◆ unemployment and possible social dislocation due to reduced crop production, the closing of processing and treatment facilities and export related activities.

Grants, aid and other contributions

An alternative source of funding to provide support to NPPOs may also be provided through extra-ordinary allocations or special line items from national treasury for specific plant health initiatives or co-funding through partnership arrangements with the private sector.

Additionally, contributions from international or regional organizations, or investment loans and grants may be obtained by the government or an autonomous NPPO from a donor or lending institution, which will be discussed further below.

External options for funding NPPO activities

In addition to obtaining funds from within your country there are many opportunities to partner with organizations on a bilateral, multilateral, regional or international basis. The types of potential resource partners were highlighted in Figure 2 and will be expanded on below providing examples where appropriate.

Bilateral and multilateral partners

In plant health bilateral (involving two countries or parties) and multilateral (involving three or more countries or parties) partnerships are quite common. Bilateral support, which can be between two contracting parties, the IPPC and a contracting party or another organization and a contracting party, have shown to be very successful. Often a partnership is formed between a developed and a developing country who share common interests, regional priorities or pest concerns.

China support through the FAO South-South Cooperation (SSC) Programme

The Peoples' Republic of China has committed to providing support to the FAO under the Framework for the South-South Cooperation (SSC) Programme that in turn has contributed significant funding to the IPPC for strengthening the capacity of developing contracting parties to implement the Convention.

China's support to improve contracting party implementation of the Convention is concentrated in the 'One belt, One road' geographic area, which will result in inter-regional support to a number of contracting parties. The opportunities that will be provided to contracting parties under this project include the exchange of resources, technologies, innovations and knowledge between developing countries to help build sustainable food systems and enhance their capacities to improve their own livelihoods.

On a larger scale, multilateral arrangements include three or more countries or parties in a partnership. This has been seen in the plant health sector for some time, with the Republic of Korea's support of contracting parties in the Asia region.

Emerging economies, such as the BRICS (Brazil, Russia, India, China and South Africa) group of countries are also moving into providing wider scale support to agricultural initiatives and participation in IPPC activities. The Peoples Republic of China has recently demonstrated their commitment to the IPPC through support to strengthen capacity of developing contracting parties to implement the Convention under a FAO-China South-South Cooperation (SSC) Programme.

International financial institutions

An international financial institution is a financial body that has been developed by a group of countries and hence are subject to international law. These institutions are large multilateral commercial banks with a stakeholder body consisting of national governments that can be on an international or regional level (Table 1).

Of particular note in this group of potential partners is the World Bank Group, which consists of a number of financial institutions to manage global financial systems and promote international cooperation. The World Bank has known to partner with IPPC contracting parties to strengthen national phytosanitary capacity, often based on the outcomes of using the PCE tool (see Section 1).

Table 1: International financial institutions at the global and regional levels

International financial institutions (global)	International financial institutions (regional)
World Bank	Caribbean Development Bank (CDB)
International Fund for Agricultural Development (IFAD)	Central American Bank for Economic Integration (CABEI)
European Investment Bank (EIB)	East African Development Bank (EADB)
Islamic Development Bank (IsDB)	European Commission (EC)
Asian Development Bank (ADB)	Nordic Investment Bank (NIB)
European Bank for Reconstruction and Development (EBRD)	West African Development Bank (BODB)
Development Bank of Latin America (CAF)	Black Sea Trade and Development Bank (BSTDB)
Inter-American Development Bank (IDB/IADB)	Economic Cooperation Organization Trade Development Bank (ETDB)
African Development Bank (AfDB)	Eurasian Development Bank (EDB)
Asian Infrastructure Investment Bank (AIIB)	New Development Bank (formally BRICS Development Bank) (NDB)

Important note – Many of these organizations have representatives in different countries and regions. Contracting parties should invite representatives to stakeholder meetings, as appropriate, to facilitate ‘buy in’ and support. An example of this is when a country is holding a PCE strategic plan validation workshop or other strategic event.

One of IPPC’s strongest supporters is the European Commission (EC), which is the executive of the European Union (EU) and a multilateral financial institution. The EC promotes and supports initiatives in its general interests (EC, 2016), such as contributing to the protection of global plant resources from pests.

The European Commission (EC) – a cornerstone of IPPC support

The EU has provided strong support to the IPPC and its contracting parties since 2003. Of particular importance, implementation of the Convention and its standards was identified as an area where contracting parties, particularly from developing countries required support. This resulted in the EU generously supporting the IPPC Implementation Review and Support System (IRSS).

The IRSS has been supported on a project basis by the EU since 2011, with the objectives of identifying the contracting party implementation challenges and successes and providing input into ways that implementation can be supported.

However, the support of the EU goes beyond the IRSS. The EU provides support and opportunities for developing countries to participate in activities such as the IPPC Standard Setting Programme and the annual Commission on Phytosanitary Measures meeting and assistance with regional workshops on draft international standards and Expert Working Groups have been made possible.

International organizations and funds

There are numerous international organizations and funds who support plant health initiatives, often relating directly to the IPPC vision, mission and strategic objectives (see Section 1).

International organizations play a key role in administering support and coordinating efforts in areas to achieve global or regionally applicable outcomes, however they can also partner with coun-

tries to achieve specific goals. International organizations, agencies and funds can include those associated with the United Nations, global programmes, aid agencies and many others.

Food and Agriculture Organization (FAO) Technical Cooperation Programme (TCP)

The FAO Technical Cooperation Programme (TCP) provides technical expertise to member countries associated with the FAO Strategic Framework and in response to a government's needs. As most IPPC contracting parties are also FAO member countries, access to the TCP is available, with particular attention given to least developed countries and others in high needs groups (FAO, 2017).

The TCP was designed to provide assistance to countries in both development capacities and in response to emergency situations and rehabilitation to gain concrete results and improve alignment to the FAO Strategic Framework while addressing national priorities.

The main criteria for being eligible for TCP funding includes:

- aligning with national priorities and the FAO Strategic Framework
- addressing critical technical gaps
- ensuring outputs will be tangible and impacts sustainable
- building political will, and
- gender sensitivity

The FAO TCP manual is available for further information.

The Global Environmental Facility (GEF)

The Global Environmental Facility (GEF) works to address environmental issues on a national, regional and global level. Although GEF mainly focuses on the environment, it also helps in poverty reduction, gender equality and strengthening governance. To do this the GEF partners with United Nations agencies, international financial institutions, government entities and international non-government organizations (NGOs) to work with 183 countries to tackle the world's environmental challenges.

The GEF carries out much of its work by providing financial support to five international environmental conventions, including the United Nations Convention on Biological Diversity (CBD) which is closely linked to the IPPC to address biodiversity issues. To achieve the objectives of international environmental agreements and conventions, GEF also provides funding to developing countries and countries with economies in transition (GEF, 2016).

The GEF has an eligibility criteria for funding and different types of projects that range in size, duration and funding cap. To find out more information about how your country could access funding associated with environmental issues it is recommended you contact your GEF operational focal point (OCP), who is responsible for coordinating national activities.

The World Trade Organization (WTO) Standards and Trade Development Facility (STDF)

The World Trade Organization (WTO) Standards and Trade Development Facility (STDF) is a global partnership to facilitate safe trade, by supporting developing countries to build their capacity to implement international sanitary and phytosanitary (SPS) standards, guidelines and recommendations (STDF, 2013). Through this support the STDF works with countries to improve their human, animal and plant health systems for market access opportunities.

The areas that the STDF supports have a trade facilitation aspect to address national, regional or global SPS capacity gaps. The STDF provides funding to eligible countries on a project basis, through the application of a project preparation grant (PPG) project grants (PG), that are assessed by the STDF working group.

In general, the types of projects that will be considered for funding by the STDF working group include PPGs or PGs that:

- identify, develop or disseminate best practices in SPS-related technical cooperation and develop and apply innovative and replicable approaches
- are cross-cutting topics of common interest
- address SPS constraints through regional approaches, and
- are collaborative and inter-disciplinary between human, animal and plant health, that benefit multiple partners or other relevant organizations.

Application forms for PPGs and PGs need to be submitted to the STDF Secretariat by email by due dates to be considered for working group meetings.

The STDF has supported the IPPC Secretariat to develop technical resources, train experts to use the PCE tool and in development of the ePhyto certification system. Additionally, contracting parties have been supported to strengthen their national and regional phytosanitary capacity under several projects.

Regional Economic Communities (RECs)

Regional Economic Communities (RECs) are entities that work together to promote economic development in a region. Member states can be part of more than one REC, usually based on historical, political or economic reasons. The REC support to their members includes assistance with the implementation of regional initiatives, trade facilitation and strengthening governance, among other things.

Africa is a region with good examples of Regional Economic Communities (RECs) that group countries together by sub-regions. Of these, the below are known to work closely with member countries to promote development and prosperity in their region (AWF, 2016), working in collaboration with the African Union (OSAA, 2016).

- ◆ Arab Maghreb Union (AMU)
- ◆ Commission for the Forests of Central Africa (COMIFAC)
- ◆ Common Market for Eastern and Southern Africa (COMESA)
- ◆ Community of Sahel-Saharan States (CEN-SAD)
- ◆ East African Community (EAC)
- ◆ Economic Community of West African States (ECOWAS)
- ◆ Intergovernmental Authority on Development (IGAD)
- ◆ Southern African Development Community (SADC)

Others

There are other categories of potential partners that can also be explored. These can include:

- ◆ Non-government organizations (NGOs)
- ◆ Private sector organizations
- ◆ Foundations, and
- ◆ Trust funds

Information on the above potential partners can be gained from performing simple internet searches, using key words related to plant health, environmental protection, food security, trade facilitation and your geographical area (country and region).



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Annex 1

Template for Resource Partner Matrix

The Resource Partner Matrix is a useful template to analyze the national resource mobilization situation for a country and potential matches for future partnerships. To ensure relevance, it is suggested the matrix be updated every two years to reflect the changing resource environment (FAO, 2012).

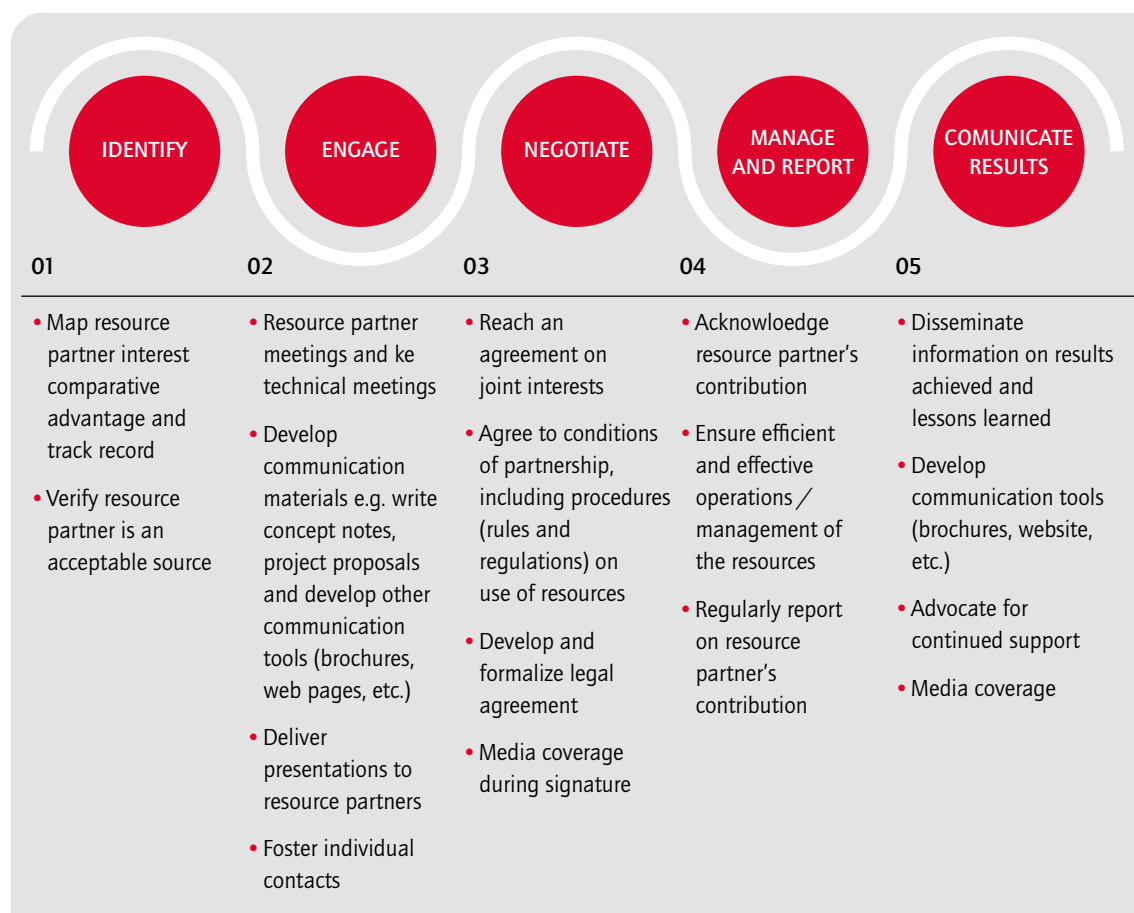
Partner agency	Sectors related to plant protection	Period of funding for country or national strategy	FAO or other related projects funded in past 5 years	Total contribution in past 5 years
Existing or potential resource partner	List of partners' stated priorities, matched to IPPC or FAO mandate	e.g. 2015-2020	List of projects, as reflected by their official title or symbol	Add up contributions in previous 5 calendar years
Potential resource partner 2...				
Potential resource partner 3...				
Potential resource partner 4...				

Potential for future cooperation/ lessons learned	Potential volume for resources to be mobilized	Deadlines for submission	Any other comments	Contact at agency/ other focal point
List any issues which may be relevant for future cooperation	Estimate potential resources that could be mobilized from this partner, including potential for in-kind contributions	Ensure awareness of submission dates and/or specific format for proposals	Make notes that require follow up action	Email and/or phone number of contact at agency or other focal point

Annex 2

Summary of the five steps involved in the resource mobilization approach

The summary of the five steps involved in the resource mobilization approach is based on the FAO guidance (FAO, 2015).



IPPC

The International Plant Protection Convention (IPPC) is an international plant health agreement that aims to protect cultivated and wild plants by preventing the introduction and spread of pests. International travel and trade are greater than ever before. As people and commodities move around the world, organisms that present risks to plants travel with them.

Organization

- ◆ There are over 180 contracting parties to the IPPC.
- ◆ Each contracting party has a national plant protection organization (NPPO) and an Official IPPC contact point.
- ◆ Nine regional plant protection organizations (RPPOs) work to facilitate the implementation of the IPPC in countries.
- ◆ IPPC liaises with relevant international organizations to help build regional and national capacities.
- ◆ The Secretariat is provided by the Food and Agriculture Organization of the United Nations (FAO).

Food and Agriculture Organization of the United Nations

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