


February 2011

	<p>منظمة الأغذية والزراعة للأمم المتحدة</p>	<p>联合国 粮食及 农业组织</p>	<p>Food and Agriculture Organization of the United Nations</p>	<p>Organisation des Nations Unies pour l'alimentation et l'agriculture</p>	<p>Продовольствен ная и сельскохозяйств енная организация Объединенных</p>	<p>Organización de las Naciones Unidas para la Agricultura y la Alimentación</p>
---	---	-----------------------------	--	--	--	--

JOINT MEETING

**Hundred and Sixth Session of the Programme Committee and
Hundred and Thirty-eighth Session of the Finance Committee**

Rome, 23 March 2011

**RESOURCE MOBILIZATION AND MANAGEMENT STRATEGY
(OUTLINE)**

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

Mr Richard China

Director, Policy and Programme Development Support Division

Tel. +3906 5705 5242

Mr Boyd A. Haight

Director, Office of Strategy, Planning and Resources Management

Tel. +39 06 570-55324

This document is printed in limited numbers to minimize the environmental impact of FAO's processes and contribute to climate neutrality. Delegates and observers are kindly requested to bring their copies to meetings and to avoid asking for additional copies. Most FAO meeting documents are available on the Internet at www.fao.org

Executive Summary

- The Corporate Resource Mobilization and Management Strategy (RMMS) sets out how FAO aims to mobilize resources from its partners, how it allocates these resources to agreed priorities, and how it manages and reports on their use. The RMMS focuses on forging resource partnerships built on trust and mutual accountability, in order to achieve Members' Goals. Preparation and implementation of most, if not all, of the actions that contribute to the strategy are underway and making good progress.
- Based on the need to secure resources to support FAO's Strategic Framework and ensure sound financial management of the newly integrated budget, the RMMS has been developed with a lifespan equivalent to the four-year Medium Term Plan.
- The RMMS aims to achieve higher and more predictable voluntary contributions that fully support the achievement of FAO's Organizational Results, and will work to attain the following outcomes:
 - a) A consolidated, diversified and expanded base of FAO resource partnerships, with a focus on increasing the share of pooled and softly earmarked funding;
 - b) Wide awareness of, and support for FAO's priority areas of work and related resource requirements, through a vibrant communications campaign;
 - c) A new Organization-wide culture and capacity for resource mobilization;
 - d) Resource planning and use effectively managed and reported to the governing bodies and external partners.
- The development of the RMMS is based on a thorough stock-taking exercise and broad consultations with stakeholders and as such, responds to identified priority issues for resource mobilization and management.

Suggested action by the Joint Meeting

This document is supplied for information and Members may wish to provide guidance on the further development of the RMMS.

I. Introduction

1. The development of a corporate Resource Mobilization and Management Strategy (RMMS) has been initiated under the Immediate Plan of Action for FAO's Renewal, following the Independent External Evaluation's call for expanded resource mobilization efforts across the Organization. A broad consultation process is underway throughout the Organization to develop the strategy in detail. Meanwhile, some concrete elements are already being implemented and others are being prepared.

2. The Joint Meeting of the 104th Session of the Programme Committee and the 135th Session of the Finance Committee considered the progress and next steps in the development of the RMMS. "While noting the progress in implementation of the elements of the resource mobilization and management strategy the Joint Meeting requested to receive an outline of the corporate resource mobilization and management strategy"¹.

3. A survey conducted with staff throughout FAO in May 2010 confirmed the need and interest for a coordinated Organization-wide RMMS strategy, appropriately tailored to the needs of decentralized offices.

¹ CL 140/9

4. Development of the strategy will continue through 2011 under IPA Project 4 on Resource Mobilization and Management, which is led by the Policy and Programme Development Support Division (TCS) in the Technical Cooperation Department and the Office of Strategy, Planning and Resources Management (OSP). Widespread consultations with headquarters and decentralized units, Strategy Teams and partners will continue.
5. The full RMMS will detail how FAO aims to mobilize the voluntary resources through current and expanded partnerships, how it allocates these resources to agreed priorities, and how it manages and reports on their effective use. In addition, the RMMS is intended to facilitate full alignment of FAO's resource mobilization efforts within wider UN frameworks.

II. Context

6. Faced with the challenges of a constantly changing resource environment, where the global economic crisis has led to fiscal restraint and to a contraction of Official Development Assistance (ODA) from some traditional resource partners, FAO requires a robust and focused strategy for resource mobilization. There are opportunities to expand and diversify resource partnerships, beyond traditional sources of income, such as financial and in-kind voluntary contributions from middle-income countries and through unilateral trust funds, partnerships with the private sector, foundations and local authorities for decentralized cooperation and through South-South Cooperation.
7. Voluntary contributions account for an increasingly large share of the Organization's budget, which is partly a reflection of the growing demand for FAO's technical services and public goods. It also demonstrates the Organization's growing capacity in recent years to mobilize voluntary contributions. At the same time, FAO and the UN system as a whole are engaging in a process of organizational renewal. FAO's governing bodies have approved a new results-based Strategic Framework 2010-2019², through which all of the Organization's work is now planned, delivered, monitored and reported. The Medium Term Plan (MTP) and the Programme of Work and Budget (PWB) specify the outcomes to be achieved over a four-year period along with indicators of performance, and the resources required to achieve these outcomes, from both assessed and voluntary contributions. The RMMS intends to build on the new results-based framework and further strengthen and coordinate resource mobilization and management efforts throughout the Organization.

III. Scope

8. The RMMS has a lifespan equivalent to the four-year MTP. The overarching corporate RMMS will encourage and support the formulation and implementation of subsidiary strategies at:
 - a) Regional/subregional level – ensuring regional resource mobilization strategies are built around Priority Areas for Action and Regional Results;
 - b) Country level – where resource mobilization initiatives are based on fulfilling FAO's commitment to national priorities, identified through Country Programming Frameworks (CPFs) and/or United Nations Development Assistance Framework outcomes and Country Work Plans.
9. FAO continues to play the role of upstream advocate or honest broker and as such, has an important role to play in advocacy for agricultural investment and in providing assistance to governments in formulating national development strategies that create a policy environment conducive to investment. However, this specific aspect of resource mobilization is delivered through Strategic Objective (SO) L - *Increased and more effective public and private investment in agriculture and rural development*, and is not detailed in the RMMS. The RMMS is interwoven with related corporate strategies and is mutually supportive of FAO's core functions such as capacity development, communications and partnership including with the private sector.

² C 2009/3

IV. Overview of Goal and Outcomes of the Strategy

10. The strategy aims to achieve higher and more predictable voluntary contributions that fully support the achievement of FAO's Organizational Results.
11. The RMMS is underpinned by the following guiding principles:
 - all resources mobilized support FAO's Strategic Framework and are therefore focused on delivering on Members' priority results;
 - resource partnership agreements comply with FAO's legal and operating framework;
 - all resources mobilized are formally monitored and accounted for, both internally and externally;
 - close relations with resource partners are maintained, built on trust and mutual accountability;
 - all resource mobilization efforts are coordinated and harmonized Organization-wide, within a strongly supportive enabling environment.
12. The RMMS has four main outcomes:
 - a) **A consolidated, diversified and expanded base of FAO resource partnerships, with a focus on increasing the share of pooled and softly earmarked funding.** Resource partner priorities will be identified and matched to the Strategic Framework, while keeping resource partners informed and engaged in support of FAO's MTP and PWB. FAO will strongly advocate for softly earmarked and pooled funding voluntary contributions that allow flexibility in planning and resourcing the MTP/PWB and which minimize transaction costs. As such, funding mechanisms allowing broadly earmarked voluntary contributions at all levels in the Organization will be strengthened and resource partners actively encouraged to move from a project approach to a programme approach.
 - b) **Wide awareness of, and support for FAO's priority areas of work and related resource requirements, through a vibrant communications campaign.** A resource mobilization communications campaign is being developed at the corporate level, primarily built around Impact Focus Areas (IFAs) and the Online Fund-raising Mechanism to fight hunger - FAO TeleFood. There will be prominent visibility of all Strategic Objectives, priority groupings of Organizational Results and other showcasing of FAO's work, such as its contribution towards the Millennium Development Goals. Communications will be built at regional and country level around Priority Areas for Action, Regional Results and IFAs (as applicable), as well as CPFs and projects and programmes thereof. Resource partners will be further engaged and informed through a new corporate resource mobilization Web site.
 - c) **A new Organization-wide culture and capacity for resource mobilization.** Roles and responsibilities and guiding principles and procedures will be established that clarify the accountability chain for mobilizing resources and to ensure a better managed and coordinated approach. This will ensure the synergy of resource mobilization efforts between headquarters and the decentralized offices, including more efficient use of staff time. A training curriculum will be piloted, with reference materials, tools and improved means for information-sharing prepared and made widely available.
 - d) **Resource planning and use effectively managed and reported to governing bodies and external partners.** Operational and management rules and procedures, with improved tools, will be revised and put in place to lower transaction costs for FAO and partners. Effective monitoring and reporting that demonstrate results will be strengthened and integrated with the corporate mid-term and biennial assessment processes, alongside a policy setting, review and oversight mechanism for voluntary contributions. Application of the policy of full cost-recovery for activities funded by voluntary contributions, including cost efficiency measures, will be strengthened.

V. Coordination and Oversight of the RMMS

13. The implementation of the RMMS will be coordinated and measured under Functional Objective X01³³. The RMMS will be regularly monitored through corporate reporting mechanisms. Performance and lessons learned will be reviewed against the MTP target set for resource mobilization and related indicators.

VI. Next Steps

14. A final draft of the RMMS will be presented to the October 2011 meeting of the Joint Meeting, along with an implementation plan with concrete and targeted activities and outputs intended to achieve the agreed outcomes.

³³ FOX 1 Title “Effective programmes addressing Members' priority needs developed, resourced, monitored and reported at global, regional and national levels”

OUTCOMES	OUTPUTS	Example Activities	Status ⁴
Goal: To achieve higher and more predictable voluntary contributions that fully support the achievement of FAO's Organizational Results.			
a) Consolidated, diversified and expanded base of FAO resource partnerships, with a focus on increasing the share of pooled and softly earmarked funding	<ul style="list-style-type: none"> Resource Partners Priorities identified and matched to Strategic Framework Resource partners informed and engaged in support of FAO's MTP and PWB Mechanisms in place for broadly earmarked voluntary contributions at all levels with the Organization Donors encouraged to move gradually from a project approach to strategic partnerships and/or to support the programme of work (such as via IFAs, SOs, ORs, Regional Results, CPFs) 	Identify and engage existing and new resource partnerships at global, regional/subregional and country Level in support of the Strategic Framework	Ongoing
		Document and monitor resource partner trends and share information widely	Ongoing
		Explore and expand FAO's resource partner base, including private sector guidelines for review by Governing Bodies and means to develop innovative Financing Mechanisms	Ongoing
		Maintain and develop new modalities/agreements to allow for various resource partnerships, such as the FMM, South-South Cooperation	Ongoing
		Engage Members and resource partners to exchange information	1 st March Informal Meeting
		Ensure level of visibility suitable for resource partner and in which circumstances	Ongoing, e.g. FAO/EU Web site
b) Wide awareness of and support for FAO's priority areas and resource requirements, through vibrant communications campaign	<ul style="list-style-type: none"> IFAs formulated and reviewed as part of the MTP IFAs communication campaign rolled out Communications also built around SOs, ORs, Regional Results, CPFs Corporate RM Website built, with resource partner-visibility FAO's communication and partnership strategies complementary to RMMS, ensuring a strong corporate image 	Construct targeted and co-ordinated approach to engage and negotiate with selected resource partner audiences at each level	Initiated
		Build IFAs communication campaign	Initiated
		Develop dedicated RM website (with IFA pages)	Completion date 1/3/2011
		Develop set of communication guidelines for staff in all units to assist them in engaging in communication activities related to RM	Ongoing
c) New organization-wide culture and capacity for resource mobilization	<ul style="list-style-type: none"> Subsidiary RMM Strategies developed at regional and country level Accountability chain for mobilizing resources Organization-wide Co-ordination mechanism for RM enhanced through FOX 1 and links to FO X3 and 4 Training opportunities, reference materials, tools and improved means for information sharing and support made widely available 	Support development of subsidiary RMM strategies	To be initiated
		Strengthen RM principles and procedures and clarify roles and responsibilities	Drafts completed
		Conduct, at regular intervals, a RM capacity assessment survey organization-wide	Survey conducted May 2010
		Develop training, tools and an RM Intranet for ongoing support and information	Training Guide complete
		Develop resource partner mapping/identification web based tool	Completion date 1/3/ 2011
		Consider supplementary scheme such as additional human resources/expertise to foster RM efforts throughout the Organization	To be initiated
d) Resource planning and use effectively managed and reported to governing bodies and external partners.	<ul style="list-style-type: none"> Effective monitoring and reporting to demonstrate results Policy setting, review and oversight mechanism for voluntary contributions strengthened Operational and management rules and procedures, with improved tools, revised and put in place to lower transaction costs for FAO 	Coordinate risk management of the un-predictability of voluntary contributions	Ongoing
		Strengthen resource allocation and reporting mechanisms for softly earmarked voluntary contributions	In development
		Keep under review FAO's project support cost policy	Ongoing

⁴ Many of these activities are already being implemented as part of the regular work of TC and OSP, enhanced by the Immediate Plan of Action (IPA) Project 4 on Resource Mobilization.

<i>OUTCOMES</i>	<i>OUTPUTS</i>	<i>Example Activities</i>	<i>Status⁴</i>
Goal: To achieve higher and more predictable voluntary contributions that fully support the achievement of FAO's Organizational Results.			
	and partners <ul style="list-style-type: none"> • Confirmed policy for the full cost-recovery for activities funded by voluntary contributions • Cost efficiency measures strengthened 	Upscale TC support missions to Regions to meet immediate needs	Ongoing
		Provide regular progress reports to the Programme and Finance Committees, Regional Conferences, and the Conference	Ongoing
		Refine integrated resources presentation of the PWB	Ongoing
		Improve reporting to Members, governing bodies and resource partners internal monitoring	Ongoing