



PARTNERING FOR
RESULTS



Informal Meeting

17 October 2013
FAO Headquarters, Rome
Red Room, 9:00 – 13:00

Messages from the Regional Offices (via video conference)

REU

Thank you for the opportunity to address partnering issues related to Europe and Central Asia.

Food security remains the **main priority issue** for most of the countries of the Caucasus and Central Asia. Interwoven aspects of food, energy, financial crises, water scarcity, land degradation and loss of biodiversity **paint a complex picture** for agriculture and rural development.

In this Region, we are implementing the “**Regional Initiative on Agrarian Structures for Europe and Central Asia**”. The Initiative is designed to redress some imbalances in the policy landscape that are not supportive to smallholders. **A key result** we aim to achieve is to integrate smallholders into value chains at the country level and into international markets.

The regional Initiative **contributes to FAO’s global strategic objective to enable more inclusive and efficient agriculture and food systems** at all levels. Your support in facilitating this process is important.

I would be delighted to share more with you during the Q & A session later this morning.

Thank you.

RAF

Good morning from Accra, Ladies and Gentleman.

In this Region, we are focusing on two regional initiatives:

- 1) **“Rural Poverty in Africa”**. This responds to the demand to support government agencies, producer and other community organizations to improve rural livelihoods. For example, we are implementing a pilot initiative in poor cassava-producing areas in Northern Ghana.
- 2) **“Resilience to threats and crises in the Sahel and in the Horn of Africa”**. We are primarily addressing vulnerability to shocks throughout the region by ensuring better links between local agrifood systems and nutrition situations. As well as working to assist countries to combat the major risk posed by transboundary plant pests and animal diseases.

Through both these initiatives **we have been doing a lot, but we could do more. We want to do more.**

In the discussion session later on, I would be glad to share further on these initiatives.

Thank you.

RAP

Good morning from Bangkok.

We are implementing and drawing lessons learned from our regional initiative on **‘Rice-based production systems’**. Small farmers are responsible for over 80% of total production in this region.

The initiative comprises **four components**: 1) water and rice/fish systems; 2) biodiversity, landscape, and ecosystem services; 3) management practices; and 4) social, economic and policy crosscutting issues. The initiative involves an **interdisciplinary approach**, and piloting activities such as Farmer Field Schools in Indonesia, Laos and the Philippines.

The initiative **contributes to FAO’s global objective to increase and improve provision of goods and services from agriculture, fisheries and forestry** in a sustainable manner.

I’ll be happy to share more with you on some of the lessons learned and the challenges we face.

Thank you.

RLC

Greetings from Santiago.

In 2013, we launched the “**2025 Hunger Free Latin America and the Caribbean Initiative**” and it will continue into the next biennium.

The regional Initiative works to encourage:

- 1) **member countries** to reaffirm their political commitment to eradicate hunger, food insecurity and malnutrition.
- 2) **governments in the region, parliamentarians and civil society** to develop governance and coordination mechanisms related to food security.

For example, the initiative has seen **parliamentarians at regional level commit** to prepare a regional framework law for school feeding. In addition, recently, an agreement was signed between FAO and the National Assembly of El Salvador to provide **technical support to Food and Nutrition Security legislative work**.

I look forward to discussing more with you in the Q & A session.

Thank you.

RNE

Good morning from Cairo.

The Near East and North Africa region is composed of mostly arid countries. The per capita Internal renewable water resource is the lowest in the world and is expected to fall by 50% by 2050. Yet agriculture consumes more than 80% of the available fresh water. Countries of the region will have to make difficult choices to balance their supply and demand of water and they will need to make the best use of every single drop of water.

The “**Regional initiative on Water Scarcity in the Near East**” responds to our Member countries’ request for FAO to prioritize this issue in the region.

The Near East region has a **long history of initiatives that have sought to improve water resources** and cropland management practices. Lessons have been learned and can be shared, while there is a **critical need to inject fresh thinking** into the process of finding sustainable solutions to water scarcity problems.

The initiative aims to identify critical **areas that require action and assist in the formulation of a regional collaborative strategy**. It will also create **new opportunities for partnership** on water management between countries of the region and with regional and development partners.

This initiative clearly provides **an effective bridge** between FAO’s high-level strategic objectives and country priorities.

Later, I would like to share with you how the initiative helped prioritize FAO's work in the region, and the scope for achieving greater impact.

Thank you.

How FAO is working differently

Presentation by: Kostas Stamoulis, Director Agricultural Development Economics Division and Strategic Objective Coordinator SO1.

Why are here today?

Good morning. Excellencies, Colleagues, Ladies and Gentlemen.

We are here today united by a common vision: Eradicating hunger and rural poverty, promoting sustainable agriculture, inclusive and efficient food systems while ensuring that systems and individuals are resilient to shocks and crises. We share the firm belief that all this is doable in our lifetimes if we focus our actions towards accelerating progress. We firmly believe that the world does not lack the resources, technologies and knowledge to make our common goals a reality.

Transition to the "new" strategic framework

We all believe that FAO has achieved a lot, that it has made, over the years fundamental contributions to realizing our shared goals. However, we believe that FAO has great potential to achieve more if it focuses better. A large part of our discussion today will be on how our renewed Strategic Framework will be key to that.

First let me clarify that a Strategic Framework is not a new concept for FAO. In reality, FAO has had Strategic Frameworks in the past, possibly under different names but it did. The question then becomes What makes this one different? What do we offer? What's different now that we haven't done before? We called this meeting to talk about partnering for results. Those two elements are key in the renewed Strategic Framework:

I would like to point out a few key differences:

1. One very visible difference is that there are 5 Strategic Objectives instead of 11. Is this a fundamental difference??? It is as it provides the opportunity for a better focus for increased multi-disciplinarily. Having a limited number of Strategic Objectives is necessary, but let me say not sufficient for improving focus and multi-disciplinarity, which is a great asset of this Organization.

An important difference lies on how the Strategic Objectives were generated: They **do not** reflect our Organizational Structure in Departments and Divisions. They are derived from a combination of a thorough analysis of the current reality "where the world is going" and from an analysis of FAO's strengths in contributing to achieving the Global Goals of our members. We are putting our expertise to respond to the challenges faced by our members. I am sure you agree that those challenges are complex and multi-dimensional and they do not correspond neatly to technical boundaries. Departments, divisions and units all over the worlds is where the expertise sits and this expertise will be combined to address the challenges ahead. The outcome of such an approach is

that it sets the organizing parameters for the programme, promotes multi-disciplinarily and it breaks down silos. It only makes sense that it is this way: It is unthinkable that we work on food security independently of our work on climate change, on fisheries management or the management of forest resources.

2. A key element of our new strategic framework is the promotion of results and **accountability**. In essence, **our strategic framework is fundamentally a results framework**. We are proposing a well articulated, transparent and scientifically sound methodology for measuring and reporting results. This way, you have the opportunity to assess if our work is “good value for money” and for all of us can assess what we do well and where we need to improve. The key element of our results framework is its country-level focus: In other words, to ensure that FAO’s global, regional and country level work contribute **concrete and, most importantly measurable results at the level where it counts most: the country level.**

There is a simple but very powerful logic underlying our results chain:

- a. We start from the strategic objectives that we all want to achieve (less hungry people, less poor people, more sustainable systems). We, at the end of the day, should strive to achieve them and we **have indicators which show the extent to which there is improvement...this is the first level of results**
- b. **But to achieve the strategic objectives** it is necessary that those who are responsible for bringing about change take action... to strengthen **the enabling environment for achieving these objectives**. They need to put in place or improve upon policies, investments and governance systems which will contribute to the achievement of the objective. We, FAO hold ourselves accountable to work with governments and partners so that better policies, investments and governance mechanisms are in place. We use indicators to measure the extent to which **the enabling environment has improved. They reflect results at the Organizational Outcome level**
- c. **FAO** through its outputs and **core functions** ensures that governments and development partners have the capacity to carry out such changes in the enabling environment. **Our contribution to strengthening the capacity of governments and stakeholders to bring about such changes will be measured and assessed.**

- d. Focusing on the achievement of results and on accountability changes the nature of work programming: Namely the programme of work under the strategic framework **"tells a story"** on how the results for which we all hold ourselves accountable will be achieved. The contributions of Departments, divisions and the decentralized structure to the strategic framework has to be linked to the change of the result indicators. Which brings me back to the point of departure : the strategic framework is a results framework.

- e. A clear results framework brings coherence to the work plan since it focuses the work on the achievement of the set of the key performance indicators and **avoids duplication**. Working for concrete results at country level promotes the idea of working as one instead of working as one-by-one !!. Results brings coherence of action across disciplines, sectors and offices across regions. We will capitalize on our strengths, our comparative advantages, our technical expertise on all aspects of food and agriculture, food security and nutrition across the humanitarian-development range.

Who will we partner with?

FAO even in the areas in which it has expertise, cannot achieve things on its own. We need to partner at every step of the way !!. Partners are key for achieving results. Partnerships make it possible to mobilize the best available knowledge and capacities and provide the most effective services in working toward common goals.

We take partnerships seriously. We have strategies for partnering with the private sector and with the civil society which were put together through intensive consultations with our members and were approved in our governing bodies. This shows our commitment to partnerships.

We know exactly where we going, the results we want to achieve. Those will be the guide for strategic partnerships where our combined strengths, and unique positions will have the greatest impact. In the Strategic Framework we are talking about ***strategic partners at every level, global, regional national level .. those partners we cannot do without.***

This may mean, FAO taking a leading role or working as a 'partner' standing side-by-side in its areas of mandate. Offering policy advice, technical expertise, lessons learned from the field. We are fully aware that our role in partnerships won't always be a leading one. We know how to be good partners where others lead and it is one of our core functions to act catalytically as a facilitator of partnerships to achieve shared objectives.

Think, for instance our South South Cooperation programme:

SSC offers opportunities for developing countries to jump-start and benefit from innovations, lessons and good practices already proven and tested elsewhere. To date, more than 1800 experts and technicians from 15 “provider” countries have been deployed to 53 countries.

Or, we'll team up with the private sector to tackle food waste where we will play the role of coordinator...bringing together initiatives with the same goal. A good example of this, is “Save Food” – the Global Initiative on Food Loss and Waste Reduction. This partnership has grown to over 150 public and private sector partners.

How did we get here?

Getting here has been an act of partnership !! Since the beginning of the Strategic Thinking Process which started early last year, we have mobilized our own staff, we have invited member countries and others to the table, we heard your comments and suggestions in formal and informal settings, in headquarters and in regional conferences. We heard from external experts quick to point out our strengths, weaknesses, and areas we could improve.

It is this expectation of delivering results that now clearly guides our work in the design and implementation of this framework. We want to hit the floor running come January 1st.

However, we cannot do it alone. The mobilization of sufficient resources towards policy and programme implementation is key. It's time to take what is written and turn into action we can all take 'ownership' of.

To help us visualize what we are capable of achieving together, Dominique Burgeon, will showcase how FAO is working differently to achieve results in key areas.

Thank you !!

Illustrative examples of areas of work for action

Informal Meeting – Partnering for results
17 October 2013

Dominique Burgeon Speech

Thank you Kostas.... And good morning to you all.

Ending hunger is like a jigsaw puzzle. We know what the end result looks like. We have the right pieces – our revised objectives – and we know how to put them together. But FAO cannot eradicate hunger on its own. We CAN end hunger if we work together. Across the Organization. With member countries and other UN agencies. With NGOs and civil society. And with the private sector.

With our revised objectives, we focus on achieving real results. THIS is how we make a real impact on the lives and livelihoods of food-insecure men, women, boys and girls.

I know that many of you are already familiar with our revised strategic framework. This morning, I would like to highlight some of the work that will be key to achieving results under the new framework. I particularly want to highlight how this work is having real impact.

[Strategic Objective 1]

Governments must take the lead in fighting food insecurity and malnutrition. FAO and its partners help governments to develop sound policies, backed by strong institutions. This is the first piece of the puzzle.

Bangladesh is a good example – the country has already reached the first Millennium Development Goal of halving the proportion of hungry people.

When the government of Bangladesh was finalizing its national food policy, it asked FAO for advice and technical assistance. Thanks to this support and collaboration with a wide range of partners, national food policy now better reflects the cross-cutting nature of food security. And policy-making is thus much stronger.

This was clear during the last food price crisis, when fast, flexible policy-making meant most families had uninterrupted access to rice, despite soaring international prices. This contributed to a wider achievement in Bangladesh – increased purchasing power among ordinary families, particularly in rural areas. Today, agricultural labourers can buy more than twice as much rice as in 2008. This has meant they spend less on rice, freeing up cash to meet other needs.

FAO also advised the government in revising its national investment plan. Government agencies, civil society, donors and NGOs are now working together to implement the plan. The latest monitoring report shows that in just two years, investment in agriculture and food security in Bangladesh has risen by over three billion dollars.

[Strategic Objective 2]

The next piece of the puzzle is about how to produce more with less.

In other words how can we produce more food to feed a growing population? WITHOUT expanding the cultivated area in fragile and at-risk ecosystems.

Rice, as you know, is crucial to food security throughout Asia. But rice production is about much more than rice!

Floodplain rice production systems provide a habitat for many aquatic organisms. These are a vital part of the food basket of farmers and part-time fishers throughout of Asia.

During last year's Asia Pacific Regional Conference, FAO was asked to coordinate the development of a regional rice strategy. FAO thus started the Regional Rice Initiative, which focuses on the goods and services produced by the wider rice ecosystems. The Initiative also identifies, strengthens and promotes sustainable rice production practices.

Using tools developed under the Initiative, assessments of ecosystems services in rice production systems have been carried out in three pilot countries – Indonesia, Laos and the Philippines. Over 600 farmers are learning and adopting sustainable practices for intensified rice production. And policy-makers are being provided with tools to better manage climate risks in the rice sector.

Partnerships formed with over ten national and international entities will play a crucial role in developing the regional rice strategy.

In just four months, we have already achieved a lot. But we want to do more. We CAN do more. And so, FAO is seeking to spread the initiative to other countries in Asia and Africa. This is just the beginning. Better and more sustainable production systems are critical to ending hunger.

[Strategic Objective 3]

The next piece of the puzzle is about reducing rural poverty.

Three-quarters of the world's poor live in rural areas of developing countries and rely mainly on agriculture for their livelihoods.

More than half of them are under 25, mostly engaged in the informal economy and have limited – if any – access to social protection.

A comprehensive Rural Youth Employment Initiative is being established to encourage exchange of best practices and experiences between countries and regions. At country

level, the Initiative fosters innovative and multi stakeholder partnerships, particularly involving young people and the organizations that support them.

Through the Initiative, FAO supports governments in creating and maintaining decent job opportunities for their youth. This is crucial to improving rural livelihoods and reducing poverty.

The Initiative is based on FAO's years of experience in the area. A key element is supporting vocational education among young people and approaches like the junior farmer field and life schools.

We can see how this has translated to real impact if we look at the story of two young Tanzanians who participated in FAO-supported field schools. They transformed their lives, and those of their communities. Zaituni Kombo, a young woman from Zanzibar, brought 17 of her peers together to start a horticultural business. And 19-year-old Adam Athumani mobilized 120 young women and men from his village to start commercial agricultural production.

These show the potential that lies in supporting rural youth. And we can do more. We WANT to do more.

[Strategic Objective 4]

The next piece of the puzzle is about bringing together our expertise to create more inclusive and efficient food and agricultural systems. We must ensure that all actors in the value chain have equal opportunities to access markets. A critical aspect of value chain efficiency is food loss and waste.

Globally, we squander a third of the food produced each year. As well as the natural resources used to produce this food. This is simply unacceptable in a world where more than 840 million people do not have enough to eat.

In developing countries, 30 to 40 percent of production is lost before it even reaches the market. And FAO has been helping its members to reduce post-harvest losses for decades. The results of this work are critical. In Afghanistan, for example, farmers saw their post-harvest losses fall from a high of 20 percent to less than 1 or 2 percent thanks to appropriate storage facilities provided by FAO.

We also work closely with the African Union to train regional institutions and national government officials to design policies and programmes that reduce post-harvest losses. And food loss is not just about crops. In Asia, we are working with fishers to reduce post-harvest losses in fisheries and improve quality standards.

At the same time, in industrialized countries, huge quantities of food are wasted. Consumers buy far more than they can eat. And stringent regulations cause the removal of safe food from markets.

In response, FAO and the private sector established “Save Food” – the Global Initiative on Food Loss and Waste Reduction. This partnership has grown to over 150 public and private sector partners. We have also joined forces with other initiatives, like the Zero Hunger Challenge and the Think Eat Save campaign.

Everyone involved is committed to finding new ways to improve the efficiency of the world’s food systems. This is a critical piece of the puzzle in eradicating hunger.

[Strategic Objective 5]

We also need to take account of the inevitable crises that keep the world’s poorest falling back into poverty and hunger. Political, social and economic crises. Animal and plant pests and diseases. Wars. Droughts. Floods. Earthquakes. They all undermine efforts to end hunger. To truly end hunger, we must help families, communities and countries to become more resilient to shocks.

When H5N1 highly pathogenic avian influenza exploded in 2003, it triggered global panic. Why?

Because the virus had the potential to kill humans and destroy a major industry.

Because the virus threatened huge numbers of animals. And indeed, hundreds of millions of birds were lost.

And the virus threatened the livelihoods of some of the poorest and most marginalized people.

By 2006, over 60 countries in Asia, Africa and Europe were infected by HPAI.

FAO has been at the forefront of global efforts to fight HPAI since its emergence. Working with governments and many other partners, FAO helped build regional, national and local resilience to the impacts of HPAI and other emerging diseases.

Real changes have been seen at country level. For example, Ministries of Agriculture and Health are now working closely together. And by 2011, every country in Asia had a staffed epidemiology unit.

We have successfully worked together to strengthen disease preparedness, prevention and control.

This was very clear in the recent response to the avian influenza H7N9 outbreak. FAO and its partners used their experience to assist China and surrounding at-risk countries in effectively and rapidly responding to the outbreak. Building on knowledge and systems put in place during the H5N1 crisis, FAO, OIE and WHO have adopted a One Health

approach, which is being used to prevent, and respond to H7N9 and other diseases that pose animal health, public health, food security and livelihood challenges.

Crises are inevitable, but their impacts are not. By building resilience among the most vulnerable, we play a vital role in wider efforts to end hunger.

I have focused on a few examples to show you that FAO's work can bring real change. These represent just a small part of the work we are doing and the work we **MUST** do to end hunger.

As you can see from some of these examples, gender and governance cut across all pieces of the puzzle. Being a man or a woman, young or old influences all aspects of your food security. And this is firmly embedded within all of our strategic objectives.

We have committed to eradicating hunger. We **CANNOT** fail in our commitment to those facing hunger and poverty.

Within FAO we have laid out our plans to act on this commitment and make lasting changes for food-insecure women, men, girls and boys. Together, we have an historic opportunity to turn this vision into a reality.

Thank you.

Status of Voluntary Contributions to FAO's Programmes

First speaker: Mina Dowlatchahi, Deputy Director Office of Strategy, Planning, and Resources Management

Slide 1

- The FAO Conference in June this year approved the FAO's Programme of Work of USD 2.5 billion for the biennium 2014-15; 42% of the resources come from assessed contributions –and 58% from voluntary contributions.
- Efforts to focus the work of the Organization with New M&E Framework and Sos Action Plans
- We are looking for Partnerships to support the achievement of results that have been agreed in the new SF.

Slide 2

- This slides provides an overview of the structure of funding of the five Strategic Objectives and Objective 6
- Objective 6 is about the technical Quality of the work of the Organization. For example it includes work to ensure the quality and integrity of all data produced and analyzed by the Organization, and of the support in terms of technical advice and approaches provided to the SOs to mainstream Gender and Governance.
- In Strategic Objective 5 there are two components of financing: 1) the Organization has estimated around \$400 million to finance work towards building resilience and reducing vulnerability; 2) \$380 millions are estimated to respond to crises and disasters – these resources are mobilized through Appeals. and are very difficult to forecast;
- You can appreciate the importance of estimated voluntary contributions as part of the integrated budget in all Strategic Objectives, and of engaging Partners that are willing to commit to joint results, with a minimum of predictability and sustainability.

I will now pass on to my colleague Dominique Di Biase, who will be providing some insights in the trends in funding towards agriculture and food security; and then voluntary contributions for FAO's work.

Let us look at two areas – one is the flow of funds to agriculture , food security and sustainable use of natural resources in the recent past, and the other is the evolution and type of voluntary contributions to FAO itself. I will have three main messages in this presentation

Slide 1: First message: *A positive picture to underline encouraging trends in funds to Agriculture and Food Security since 2008*

Two observations in support of that message :

1) The Official Development Assistance or ODA as we call it, from traditional resource partners in areas such as agriculture, food security and sustainable use of natural resources has tripled in the last decade, from around 12 billion dollars in 2002 to over 30 billion in 2011. The share of overall ODA allocated to agriculture and food security started to increase especially after 2007 and 2008, when the global food crisis happened. Today in this Forum, FAO advocates for this increase to continue in spite of the threats on ODA due to the evolving world economic situation.

2) In parallel **non-ODA** flows have gained importance in recent years. Major non-ODA flows have come from countries who now finance their own development programmes for example Brazil's Zero Hunger initiative, as well as investment from the private sector, foundations and remittances. But more needs to be done towards the challenge of eliminating hunger.

Slide 2: Trend in FAO Voluntary contribution in recent years

As for FAO itself, as you can see from this graph, voluntary contributions have remained relatively stable in the past five years. And once again, FAO is on track to reach the USD 1.4 billion that it set itself as a minimum target for voluntary contributions in 2012 and 2013. It will be the target that we need to maintain in 2014-2015.

Looking at the composition of the Voluntary contributions, it is to be noted that core funding for the Organization's flagship global programmes (such as for example the Code of Conduct for Responsible Fisheries or the Voluntary Guidelines on Land Tenure) has almost doubled this year. This is a welcome reversal of a three-year trend which had seen a large decline in funding for FAO core programmes.

Second Message: *With its new Strategic Framework and renewed commitment from its Members, FAO has the potential to mobilize even more resources. But equally important is not only the amount of resources it mobilizes, but the type of Partnerships and funding modalities. The more flexible they are the more FAO can focus on priorities which you approved in the Strategic Framework.*

Slide 3: Increasing Innovation in FAO Resource Partnership

As you can see in the next slide we have bars colored in Blue and Green. The blue bars show bilateral contributions which tend to come from FAO's traditional bilateral resource partners.

Who are those partners? They are partners who have a long standing history of providing voluntary contributions to FAO. In the last biennium for example, The European Union, the United States of America, Germany, Norway, Italy, Belgium, Sweden and the United

Kingdom emphasized their commitment to FAO. The EU has been the biggest contributor, giving over 250 million dollar as a single resource partner in this category.

The green bars represent the proportion of innovative Partnerships versus Traditional These are not to be confused with innovative financing mechanisms like risk management tools, guarantee schemes and use of taxes. In FAO, innovative Partnerships come from three different types of funding modalities:

1): Countries providing funds for their own programmes in line with their Country Programming Frameworks (Unilateral Trust Fund), 2); UN joint programmes; and 3)Multidonor trust funds using pooled funding.

In this biennium, these types of Partnerships have already accounted for over 500 million dollars in voluntary contributions, in other words over 40 percent of 1.3 billion dollars as of end of August 2013. This is good but still not enough.

Third Message: *We have been doing a lot, but we could do more. We WANT to do more together with you in **Partnership**. Thank you.*

Solutions for Development: South-South Cooperation

Festus Akinnifesi, Chief South-South-Cooperation Team

Slide 1 (Title):

- SSC involves mutual sharing and exchange of development solutions—knowledge, expertise, experiences and good practices, policies, technology, know-how, and resources—between and among countries in the global south.
- Triangular cooperation—when it involves countries from the north (OECD) and or multilateral institutions

Slide 2 (introduction):

- South-South Cooperation is not entirely new. What is new is the increasing momentum and growing consensus around the world, affirming SSC as an effective mechanism for achieving food security, poverty reduction and sustainable development;
- It is based on the premise that development solutions are already available elsewhere in the south, but getting them to where they are most needed is the greatest challenge of all.
- SSC offers opportunities for developing countries to jump-start and benefit from innovations, lessons and good practices already proven and tested elsewhere;
- FAO recognises SSC as a key mechanism for implementing its Strategic Objectives. It is not an end in itself, but a means to an end!
- FAO has longstanding experience in South-South Cooperation that dates back to 1996 (starting as TCDC);

Slide 3 (1800):

- More than 1800 experts and technicians from 15 “provider” countries have been deployed to 53 countries

Slide 4 (SSC Partnerships):

- This is what the 1,800 experts from 15 countries being deployed to 53 countries looks like.
- It may look complex but what this mapping is showing you is the variation in size of the programs and the relationships between the various countries.

Slide 5 (Results - China/Uganda):

China/Uganda:

- The Chinese hybrid millet matures 1 month earlier and increased average yield by 90%.

Viet Nam/Senegal

- Rice yields increased in Senegal to up to 10 tons/hectare

Slide 6: (Results - Mr Dalha Lawal)

- He worked as who could hardly make ends meet
- Nine years ago he switched to fish farming having been trained by the Chinese

Outcome

- Owns four fish ponds, with 40,000 fingerlings in total.
- Earns income of N200,000 (US\$1,300) and employs 5 people;
- Owns four motorcycles
- Bought a house, and a farmland
- Opens his own fish enterprise
- In 2009, formed Mazare Fish farming cooperative. The uses cellphones to market their fish.
- Dalha now gives technical advice to new fish farmers in the area

Slide 7 (Results-adoption of cage fish...):

Adoption of Cage Fish Technology at Osin Farms, Oshogbo

The technology applied three components of *value chains*: production, storage, marketing—of tilapia

Results

- Customers buy as much as 1 ton at a time!
- Fish stocking increased from 5000 to 15,000 in each pond (five ponds @ 0.5 acre each).

The farm has 18 cages, producing **18 tons** of tilapia fish, generating income of N650,000 per ton cycle, and two cycles per year. **This totals N 22 million in revenue! (USD\$136,224)**

Upscaling: In 2013, the farm has constructed **120 cages** investing USD \$300,000

Slide 8 (Four key areas of engagement):

1. The new strategic direction can be described in the following four pillars.
2. The goal is to effectively deploy SSC as an effective mechanism to deliver FAO's Strategic Framework
3. The strategy engages at three levels: strengthening capacity at grassroots, institutional and policy levels
 - Facilitating the exchange and uptake of development solutions
 - Promoting platforms for knowledge networks
 - Mobilizing upstream policy support
 - Fostering an enabling environment for effective SSC
4. The SSC strategy is broader in scope and modalities
5. The approach is more flexible, demand-driven and responsive

Slide 9 (what next? How to engage):

- **Traditional Resource Partners**
 - Voluntary contributions for Triangular Cooperation
- **International, regional and national financial institutions**
 - Unilateral Trust Funds
- **Countries interested in providing development solutions**
 - Offer both technical and financial resources
- **Countries interested seeking development solutions**
 - Co-financing

Conclusion

- There has never been a time like this in all of history, when developing countries are so eager to work together and to share their knowledge, experience and prosperity!
- The potential of SSC is huge, but inadequately harnessed due to financial limitations;
- To create impact at scale collective efforts of both the South-south and Triangular cooperation partners are vital;

- As the world stands at a critical juncture, considering options for wiping out hunger, banishing poverty and achieving sustainable development, it is time partners joined forces together to support this work.

...and the Time is NOW!

PARTNERING MODALITIES, GOOD PRACTICES

Informal Meeting Partnering for results – 17 October

Talking points of Laurent Thomas, Assistant Director-General, Technical Cooperation Department

Chers partenaires, bonjour à tous. Merci d'être là et par votre présence de démontrer l'importance que vous apportez aux nouvelles directions de la FAO, votre Organisation, directions que vous avez approuvées lors de la dernière Conférence.

Nous avons beaucoup parlé ce matin de substance, du quoi, dans la suite de la présentation de Festus je voudrai parler maintenant du comment. Comment, si vous le souhaitez, vous pouvez contribuer plus et mieux à la mobilisation de ressources comme partenaires de la FAO dans le combat contre la faim et la malnutrition.

Le partenariat pour l'éradication de la faim que nous voudrions renforcer avec vous est basé sur des principes. Nous avons des stratégies pour le partenariat avec le secteur privé et la société civile que vous avez approuvées. Nous avons une stratégie pour la mobilisation des ressources que nos pays membres ont aussi approuvée. Avec le lancement du nouveau cadre stratégique et le programme de travail 2014-15 nous avons revu notre stratégie de mobilisation de ressources afin de la rendre plus à même de financer les ressources nécessaires pour financer les cadres programmatiques pays et le cadre stratégique global qui nécessite un minimum de 1 million 400 000 dollars EU. pour les deux années à venir.

Nous ne parlons plus de donateurs, ce mot n'est plus en vogue car il ne reflète pas la relation que nous voulons avoir avec ceux qui vont contribuer au financement des priorités, mais nous avons besoin de ressources pour atteindre nos ambitions. Parce que sans investissement dans les programmes prioritaires de la FAO nous n'atteindrons pas les résultats que nous nous sommes fixés dans le cadre de chaque objectif stratégique, parce que la contribution en ressources (humaines et financières) est aussi un indicateur de la valeur du partenariat. Quand vous investissez dans un partenariat cela veut dire que vous y croyez profondément.

Un message que nous voudrions que vous emportiez avec vous aujourd'hui, vous qui nous avez appuyés fidèlement au cours de toutes ces années - et sur lequel je reviendrai, est que nous avons besoin que vous considériez d'allouer plus de ressources non affectées ou au moins légèrement affectées (unearmarked or lightly earmarked comme ils disent en anglais) qui nous permettront d'allouer ces ressources là où elles sont le plus nécessaires. Cela veut dire que nous devons mettre en place un système crédible, consistant et transparent de définition de priorités, ainsi qu'un espace de dialogue avec vous. Le Directeur général, ce matin, par exemple a indiqué des domaines qu'il souhaite voir financés en priorité. Nous avons besoin de votre appui dans ce sens. Nous avons mis en

place pour la première fois un système de gouvernance au plus haut niveau sous la présidence du Directeur général adjoint pour définir les priorités de mobilisation et allocation de ressources. Nous sollicitons votre aide pour contribuer là où nous avons besoin de ressources pour atteindre les résultats que nous nous sommes fixés.

Nous préférons aussi le financement de programmes plutôt que de projets ce qui nous permet de réduire les frais de gestion.

Ceci dit nous sommes pragmatiques et nous savons que vous avez vous aussi vos propres contraintes et cahiers des charges, alors nous avons mis en place divers mécanismes qui permettent de s'ajuster à la forme à laquelle vous souhaitez contribuer pour la mise en œuvre des priorités du cadre stratégique et des cadres de programmation pays - EXCLUSIVEMENT.

C'est ce que je vais vous décrire maintenant en espérant que lorsque vous sortirez de cette salle vous aurez une très bonne idée de comment investir volontairement dans les priorités de votre Organisation.

Word Soup slide

Dans cette diapo. Nous avons essayé de vous préparer un résumé pour transmettre à votre capital Simple, non? We need to turn to English to understand, I am afraid.

Welcome to the alphabet soup of fund mobilization and management in FAO jargon. Believe me this is what we had until recently on our Resource Mobilization web site. Some people advised us (in fact an independent evaluation did so) that having so many acronyms and project symbols can be confusing. I do not know what you think. I will not even try to translate all these acronyms in a non English language. Let me at least try to translate in the language of a normal person what these letters mean in the real life of real people.

So let us have a look at some of these funding modalities. Think of it as a menu of options for partners to work with FAO. I want to start by showing you three modalities which FAO has employed for many years.

GCP slide

First, FAO's most simple and popular modality at country level is what we call the Government Cooperative Programme or GCP. With a GCP, a resource partner agrees to deposit in trust, its funding for a country. This is a triangular partnership involving a resource partner, FAO as an intermediary and the recipient country. Seventy-seven (77) percent of voluntary contributions (1 billion out of 1.4 billion) to FAO are channelled through this modality. Did you know that we have currently ongoing Projects.

For example, the SSC programme with China, Festus mentioned earlier, is funded through a GCP project of USD 30 million.

The largest GCP: The European Union Food Facility (EUFF) for over USD 300 million in 2008 which allowed the Organization to assist over 9 million people in 28 countries in the world. The European Union, which is financing approximately 25 percent of all FAO GCP projects, financed also GCP for improved global governance for hunger reduction – a joint programme of the three Rome-based agencies or the Great Green Wall Initiative a regional initiative that allowed FAO in collaboration with the UN Convention to Combat Desertification to support countries from Senegal to the Sudan to restore degraded land (27 000 has) and plant trees (11 million has).

Yesterday, I received the news that Italy, in addition to its substantial partnership programme with FAO, had decided to fund EUR 850 000 for the support to family farmers of the highlands of Bolivia in their Integrated Agroalimentary Quinoa/Lama system. SO2 in action. Thank you Italy!

When several resource partners wish to fund the project, FAO disposes of Multidonor Trust Funds which can help to reduce transaction costs. One good GCP example we have already heard about today is FAO's important work in food security policy in Bangladesh, which is a Multidonor initiative funded by the United States of America and the European Union.

UNJP slide

As a second example, we have another way to reduce transaction costs: United Nations Joint Programmes. Funds are pooled through a UNDP or UNDG - hosted Multidonor Fund. This offers greater effectiveness and efficiency by pooling resources into a common work plan, budget and reporting framework. Oops what does UNREDD mean? Another UN jargon! UNREDD stands for United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation. SO2 in action, but also SO5! We speak of reduction of greenhouse emissions, we speak of sustainable management of forestry, we speak of resilience building. We have more than USD 30 million worth of programmes ongoing with FAO, UNEP, UNDP, working together on greenhouse gas reductions with governments on all continents.

Speaking of Joint Programmes, I cannot not mention the CERF (Central Emergency Revolving Fund), the third source of funding of FAO emergency activities (including preparedness). Over 2008-2012 the CERF has contributed to FAO operations for over USD 200 million – an average of USD 40 million per year. In 2012 alone the CERF funded 44 grants in 33 countries for USD 41.3 million. We estimate that 19.5 million people benefited from these interventions. CERF allows us to intervene in protracted crisis, where I wish to recall the level of malnutrition is usually above 40 percent, and in case of natural disasters.

We in FAO also have the Special Fund for Emergency and Rehabilitation Activities (SFERA) which allows us to react in case of emergencies with over ... USD of funding by.... Donors

since..... Without CERF and SFERA as complementary funding windows, FAO would not be able to fund priority response in countries stricken by disasters.

Had time permitted, I would have told you stories also about the fabulous growing partnership with the Global Environment Fund (GEF) in which we are leading programmes such as.....

UTF slide

A third funding modality which FAO has employed for many years is the Unilateral Trust Fund or UTF. With an ever increasing number of governments which are able to fund their own programmes for their own priorities, either from national budget resources or from the proceeds of loans, credits and grants made available by international finance institutions, UTFs allow governments to directly pay for the services of FAO for a particular project or programme when priorities are aligned to the Country Programming Framework (CPF). The President of IFAD reminded us yesterday of the importance for programmes to be rooted in national priorities. UTFs are a perfect example of this.

Take FAO's work in Mexico on the Food Security Strategy Project or Programa especial para la seguridad alimentaria (PESA). Starting in 2002 as a USD 6 million pilot project, it has now grown and FAO at the request of the Government of Mexico is supporting with a USD 13 million intervention the large USD 650 million budget of the national programme covering 6 000 communities and targeting vulnerable groups in marginal rural areas.

Take Saudi Arabia, which approved a UTF for USD 58 million to cover its rural development priorities. Colombia which approved USD 6.5 million to support food and nutrition security and income generating activities in rural areas including in areas formerly affected by conflict.

The Republic of the Congo: USD 7.7 million in the area of poverty and food security; Nepal, USD 8 million in the area of rural development and food security; the Madagascar locust emergency through a World Bank loan. Yesterday, I approved a UTF for Georgia for USD 125 000 for the inception phase of a large programme of Brucellosis prevention, control and surveillance.

In fact, UTFs have grown from USD 57 million in 2008 to USD 104 million in 2012 and we have USD 150 million for the biennium 2012-13 approved so far with ongoing programmes in 38 participating countries.

We have hundreds of successful initiatives at country level such as these, the world over. But to succeed, it is vital that the Organization ensures that the mobilization of voluntary contributions target priority areas for funding that are aligned to the Reviewed Strategic Framework, and at country level to the Country programming Framework).

Please join the UTF and invest in the partnership with FAO

If FAO finds access to funds that are flexible and predictable, this means that managers can take a long-term view, increasing FAO's impact in the long-run and improving its planning.

To resolve this problem, FAO has already begun entering into what we define as innovative, new funding modalities with some of you.

I want to focus on three examples, and in particular, the following.

FMM slide

Firstly, FAO's Multipartner Programme Support Mechanism, or FMM was established in 2010 for partners willing to contribute pooled funds in support of FAO's Strategic Framework. To date, four resource partners (the Kingdom of Belgium, Flanders, the Netherlands and Sweden) have joined the FMM and contributed approximately USD 34.8 million. Supporting this mechanism is an important sign of greater trust towards the Organization and its reform initiatives.

With the FMM we have already done a lot: from support to decent rural employment in Malawi and the United Republic of Tanzania to improved harvests in the Democratic Republic of the Congo as a result of improved disease control programmes to improved national forest monitoring in eight countries to the mainstreaming of climate compatible agriculture in Kenya's tea industry. More recently the FMM funded programmes for expanding FAO's successful work on decent employment and youth employment in Africa; on building capacities for investment in agriculture or on co-funding the voice of the hungry project the Director-General was referring to allow us to measure the perception of hunger by the one with usually no voice, the hungry worldwide. And the list goes on. And what has been funded were priorities defined by the Organization at its highest level as its highest priorities.

Please do consider joining the FMM success partnership for results!

Africa Trust Fund slide

Secondly, there is the Africa Solidarity Trust Fund for Food Security, created at the last FAO Africa Regional Conference by African members. The fund was officially launched during the Conference in June this year. The goal of the regional trust fund is to pool resources from Africa's strongest economies and use them across the continent to support national and regional food security initiatives. It is intended to complement, not supplement, development assistance from overseas donors.

FAO was asked to facilitate the process – innovative not only because of the pooled funding it offers FAO managers, but also because of the main contributors, Equatorial Guinea and Angola, are new. It will help FAO focus on strengthening the resilience of rural families and communities in the face of recurrent droughts and other crises such as the

Horn of Africa and the Sahel. It will give priority to the African youth with due attention to the role of the African women. It will help FAO contribute to the challenge launched by African states and the African union in July in Addis, of a hunger free Africa by 2025. It will also facilitate intra African South-South Cooperation.

Please do join the Africa solidarity trust fund

Statistics Strategy slide

And thirdly, what about the Global Strategy to Improve Agricultural and Rural Statistics, improving developing countries' capacities to produce and use agricultural and rural statistics? FAO is part of a global partnership with the World Bank, the African and Asian Development Banks, and the UN Economic Commission for Africa.

For the first time, FAO is playing a dual role, acting as the implementing partner of the programme and also as the Fund Administrator of the Global Fund. This entails receiving funds from resource partners and transferring them to participating partners for the implementation of the Global Strategy. The partners are currently UN Economic Commissions for Africa, Asia and the Pacific and the African Development Bank. FAO on its own is currently operating more than USD 8 million of programmes.

This is new for FAO, but shows just how trusted the Organization is amongst its peers not only for its technical capacity but also for its capacity to manage funds and coordinate multipartner cooperation. Our resource partners to date are the United Kingdom's Department of International Development (DfID), Italy, the Bill and Melinda Gates Foundation and soon the European Union. We have already received USD 41 million out of the USD 83 million required.

The development world is changing and we believe these examples show that FAO is changing with it. But FAO cannot change alone, and if it is to continue its reform, it will need support from its resource partners, and support targeting the priorities we have agreed together FAO should focus on.

We passed this message to our partners from the private sector. We have established a private sector multisources trust fund, to encourage them to contribute to FAO priorities.

Permettez-moi de terminer cette intervention dans ma propre langue pour résumer les messages que nous voudrions que vous emportiez avec vous:

Nous avons développé ensemble des partenariats solides, mais nous pouvons et nous devons faire plus et mieux. Nous voulons travailler mieux avec vous pour obtenir des résultats.

Vous l'avez compris: vous pouvez tous contribuer sous une forme ou une autre. Les mécanismes sont en place. Nous sommes à votre écoute.

Nous préférons les ressources non allouées/non earmarked or lightly earmarked pour être clair, mais nous sommes pragmatiques et flexibles tant que les ressources sont destinées à l'obtention de résultats du cadre stratégique – mais nous préférons les ressources non earmarked.

Je vous remercie.