

Resource Mobilization - Roles and Responsibilities

This document sets out the roles and responsibilities for resource mobilization and their link to the Project Cycle.

Policy and Principles¹

Resource mobilization focuses on forging partnerships built on trust and mutual accountability so as to attract adequate and more predictable voluntary contributions to deliver FAO's Strategic Framework. FAO's biennial resource mobilization target (for 2014-15 USD 1.4 billion) represents the share of voluntary contributions required to complement assessed contributions within the integrated Programme of Work and Budget (PWB).

Resource mobilization and management in FAO is underpinned by the following guiding principles:

- a) all resources mobilized support FAO's Strategic Framework and are therefore focused on achieving Members' goals and objectives and delivering on agreed results;
- b) resource partnership agreements comply with FAO's and resource partners' rules and regulations;
- c) all resources mobilized are monitored and accounted for, strengthening close relations with resource partners, and built on trust and mutual accountability;
- d) all resource mobilization efforts are coordinated and harmonized Organization-wide by establishing a supportive internal enabling environment;
- e) resource partners are engaged in a strategic dialogue, with the aim of attracting more "less-earmarked" funding.

The Resource Mobilization Strategy has four main outcomes:

- a) consolidated, diversified and expanded base of FAO resource partnerships;
- b) wide awareness of FAO priority areas of work and resource requirements, through the implementation of an outreach plan;
- c) Organization-wide culture and enhanced capacity for resource mobilization;
- d) resource planning and use effectively managed and reported to Governing Bodies and external partners.

South-South Cooperation is an integral part of FAO's Resource Mobilization Strategy.

All resources mobilized are managed in accordance with the guidelines and procedures set out in the Guide to the Project Cycle.²

Corporate Priorities for Resource Mobilization

For the period 2014-15 the Organization has defined three sets of priorities for resource mobilization in support of the Strategic Framework:

- **Corporate Areas for Resource Mobilization (CARMs)** to support priority areas of work; four span across all Strategic Objectives (SO) and seven are specific to an SO (Appendix 1).
- **Regional Initiatives (RIs)** which contribute to achieving SO-specific results and address regional priorities (Appendix 2). RIs have prioritized a limited number of **focus countries** to achieve demonstrable impact.
- **Country Programming Frameworks (CPFs)** which define the priorities for FAO action at country level, agreed with the government, to ensure that FAO's work supports national agricultural and food security development objectives.

¹ Guidelines for Implementation of the new Strategic Framework, paragraphs 53-54 (see in [FAO Handbook – Programme and Budget section](#))

² See Annex II: FAO Project Cycle and Strategic Framework: Basic principles and guidelines

Roles and Responsibilities

The Corporate Programme Monitoring Board (CPMB) provides coordination and governance for resource mobilization, allocation and management. It is also a forum for open dialogue between headquarters and the regions on harmonization, knowledge sharing and continuous improvement of the resource mobilization effort.

It is the responsibility of all staff to participate in the mobilization of resources to support agreed priorities, particularly in contributing ideas for project formulation. Senior Managers are however, expected to guide this process.

It is the responsibility of all FAO managers and senior officers to ensure that teams under their supervision contribute to the mobilization of resources to achieve SO results in priority areas of work identified in the CARMs, RIs and CPFs. Senior Managers also have a role as Project Formulators, as set out in the policy document *Project Cycle and Strategic Framework: Basic principles and guidelines*.

A certain discipline is required to avoid situations where staff members would be approaching donors: i) with different messages/sense of priority; and ii) to fund activities not within FAO agreed priorities for resource mobilization.

There are seven main actors responsible for guiding resource mobilization within the bounds of agreed priority areas of work and who are the main spokespersons of the Organization on resource mobilization:

- i. the Director-General together with the two DDGs and supported by the ADG-Directeur de Cabinet;
- ii. the Assistant Director-General, TC (ADG-TC), supported by the South-South Cooperation and Resource Mobilization Division (TCS) and other TC Divisions;
- iii. the Strategic Objectives Coordinators (SOCs)³;
- iv. the Assistant Directors-General/Regional Representatives with their RI Delivery Managers and the support of Subregional Coordinators;
- v. the Assistant Directors-General of the Technical Departments supported by their Division Directors;
- vi. the FAO Representatives (FAORs); and
- vii. the Heads of Liaison Offices.

These actors are given responsibility and trust to support the proposed harmonized corporate approach to resource mobilization, in benefit of the agreed priorities.

Alongside the above-mentioned seven main actors, TCS, the Office of Strategy, Planning and Resources Management (OSP), the Office for Corporate Communications (OCC), the Office for Partnerships, Advocacy and Capacity Development (OPC) and the Office of Support to Decentralization (OSD), all have a very important supportive role to play, to foster an enabling environment for resource mobilization.

In particular, TCS supported by an internal network of focal points located in SO teams and ROs is involved at an early stage in the dialogue with resource partners to ensure coordinated outreach and harmonized action across the Organization. TCS, with the support of OCC, guides the development and implementation of resource mobilization marketing plans, targeting outreach through multiple means, including capacity development and the hosting of donor consultations and interactions.

Appendix 3 provides a summary on lead roles and responsibilities for mobilizing resources.

³ Including the main leaders of SO6 main corporate technical areas (e.g. gender, governance and statistics)

Appendix 1: List of Corporate Areas for Resource Mobilization for 2014-2015

Climate Smart Agriculture (CSA)

Combining action to increase agricultural productivity and incomes with adaptation to climate change and reduce, when possible, greenhouse gas emissions from the agricultural sectors.

CSA approaches have been developed and/or are being implemented by FAO and its partners, including, amongst others, Save and Grow, Sustainable Livestock Development, Responsible Fisheries, Sustainable Land Management, FAO-Adapt, and going beyond Reducing Emissions from Deforestation and Forest Degradation (REDD+).

The Blue Growth Initiative (BGI)

Supporting food security, poverty alleviation and sustainable management of aquatic resources.

It aims to restore the potential of the oceans and wetlands by introducing new responsible and sustainable approaches to reconcile economic growth and food security with conservation of the aquatic resources, and create an enabling environment for people employed in fisheries and aquaculture to act not only as resource users but also as resource stewards.

Statistics - Monitoring for Development

Strengthening National Statistical Capacity for Food and Nutrition Security, Rural Livelihoods, Food Systems and Natural Resources.

FAO's integrated statistical capacity development strategy aims to strengthen member countries' ability to generate, disseminate and use basic food and nutrition security, rural livelihoods and natural resources data for evidence-based decision-making.

Food Chain Crisis - Emergency Prevention System (FCC-EMPRES)

Preventing, preparing and responding to transboundary, high impact animal and plant pests and diseases and food safety threats.

The food chain is vulnerable from production to consumption. These threats harm people's everyday access to food and nutrition security, and their livelihoods and health are put at risk. The Food Chain Crisis Management Framework - Emergency Prevention System (FCC-EMPRES) is an approach that effectively integrates prevention, preparedness, and response to emergencies affecting the food chain.

Investing in a Hunger-free World

Strengthening policy and institutional capacities to eradicate food insecurity and malnutrition.

Food insecurity and malnutrition are complex problems, which cannot be resolved by a single sector or stakeholder. FAO is working on strengthening the enabling environment at country, regional and global levels, so that all actors can sharpen their focus and contribute to the eradication of hunger, food insecurity and malnutrition in a more focused and effective way.

Doing More with Less - Sustainable Intensification of Agriculture

Increasing agriculture productivity and supporting people making the most of water, soil, energy and other resources through sustainable forestry, fisheries, aquaculture, crop and livestock practices.

Supports stakeholders and enhances capacities, from community to policy level, to implement and promote more efficient and locally adapted production systems: *doing more with less*. It includes programmes such as Wood Energy and Energy-Food-Water Nexus approach.

Ecosystem Services and Biodiversity for Food and Agriculture

Supporting and enhancing the provision of ecosystem services in production landscapes (agriculture/livestock, fisheries, aquaculture, forestry and wildlands).

Supports the management and enabling environments for production systems in agriculture, fisheries and forestry to generate not just goods (e.g. food and timber), but also a diversity of benefits such as nutrient cycling in soils, natural pest control, water quality, cultural values and biodiversity conservation. This priority area includes a number of specific initiatives, among others, on Payments and Incentives for Ecosystem Services, the Global Soil Partnership, the Forest and Landscape Restoration Mechanism, the Watershed Management Umbrella Programme and the Globally Important Agricultural Heritage Systems initiative.

Rural Transformations: Boosting Smallholder Family Farming and Rural Employment

Reducing rural poverty through diversifying livelihoods.

Aims to generate greater opportunities for the rural poor to access decent farm and non-farm employment, especially women and youth.

Social Protection for Food Security and Rural Poverty Reduction

Extending social protection to improve access to food and stimulate agriculture.

Supports countries in extending social protection to rural populations as a critical part of efforts to eradicate hunger and rural poverty and build sustainable and resilient rural livelihoods.

Efficient and Inclusive Agricultural and Food Systems

Enabling effective participation of smallholder producers, agro-enterprises and countries in domestic and international agrifood systems and markets.

Improve the capacity of countries, private and public investors and value chain actors to develop and maintain an enabling environment for more inclusive agrifood systems, by improving international trade agreements, standard setting, policies, business model development, inclusive investment and financial models, and reducing food loss and waste.

Building resilience in protracted crises and natural disasters

Addressing the underlying causes of food insecurity and malnutrition in countries exposed to recurrent natural hazards and/or in a protracted crisis.

Interventions to address underlying causes of food insecurity and malnutrition, prevent or mitigate impacts of disasters and meet immediate needs of the most vulnerable in *protracted crisis situations* and in countries exposed to recurrent *natural hazards*.

Appendix 2: List of Regional Initiatives for 2014-2015

Region	Lead SO	Regional Initiatives 2014-15
Africa	SO1	Africa's 2025 Zero Hunger Challenge
	SO2	Integrated management of agricultural landscapes in Africa
	SO5	Building resilience in Africa's drylands
Asia and the Pacific	SO1	Asia and the Pacific's Zero Hunger Challenge
	SO2	Asia and the Pacific's Regional Rice Initiative
	SO2	Asia and the Pacific's Blue Growth Initiative
	SO4	Value chains for food security and nutrition in the Pacific Islands
Europe and Central Asia	SO3	Empowering smallholders and family farms in Europe and Central Asia
	SO4	Agrifood trade and regional integration in Europe and Central Asia
Latin America and the Caribbean	SO1	Support to the Hunger-Free Latin America and the Caribbean Initiative
	SO3	Family farming and rural territorial development in Latin America and the Caribbean
	SO4	Improving food systems in the Caribbean
Near East and North Africa	SO2	Near East and North Africa's Water Scarcity Initiative
	SO3	Small-scale agriculture for inclusive development in the Near East and North Africa
	SO5	Building resilience for food security and nutrition for the Near East and North Africa

Appendix 3: Lead Actors in Corporate Resource Mobilization

Actors	Roles and Responsibilities
Director-General (DG) and Deputy Directors-General (DDG)	<ul style="list-style-type: none"> • Prime political interlocutors with resource partners to advocate for the mobilization of resources to support FAO's priorities
Assistant Director-General (ADG) Technical Cooperation Department (TC)	<ul style="list-style-type: none"> • Assists the Director-General and the Deputy Directors-General for all resource mobilization activities • Leads and bears overall responsibility for implementation of the Resource Mobilization and Management Strategy (RMMS), and the liaison with resource partners • Ensures that proper guidance, coordination and support are provided to CPMB, SOCs, headquarters departments and Decentralized Offices • The ADG-TC has sole delegated authority from the Director-General to sign funding Agreements on behalf of the Organization
Strategic Objectives Coordinators (SOC) and Objective 6 Outcome leaders	<ul style="list-style-type: none"> • The SOCs together with TC, have the lead responsibility to ensure that resources are mobilized to support the SOs, and also that areas of work on cross-cutting objectives are defined and funded, in close collaboration with related MAW Delivery Managers and ADGs of the relevant technical departments • The SOCs with the support of the MAW Delivery Managers and ADGs of technical departments lead the promotion of the CARMs
Assistant Directors-General /Regional Representatives (ADGs/RRs) and the RI Delivery Managers	<ul style="list-style-type: none"> • The ADGs/RRs oversee all resource mobilization activities for the region and the countries to meet the regional resource mobilization target, including the development of the subsidiary regional resource mobilization strategy and action plan, in close collaboration with the SOCs and with the support of ADGs-TD and TC • The RRs support the development of new SSC partnerships from Middle-Income Countries (MICs) in the region • The RI Delivery Managers supported by the ADGs/RRs lead the resource mobilization for RIs
ADGs/Technical Departments (ADGs-TDs)	<ul style="list-style-type: none"> • The ADGs/TDs use their high visibility and expertise to strategically support: i) the SOCs in mobilizing resources for the CARMs and related Corporate Technical Activities in their areas of technical competence; and ii) the ADGs/RRs in their resource mobilization activities
FAO Representatives (FAORs)	<ul style="list-style-type: none"> • The FAORs lead the mobilization of resources for the implementation of the CPFs, with the support of the SRO, RO, SOCs, ADGs-TD and TC • The FAORs posted in MICs stimulate the development of SSC partnership arrangements
Heads of Liaison Offices (LOs)	<ul style="list-style-type: none"> • The Heads of Liaison Offices (LOs) and particularly those in Brussels, Moscow, Washington and Yokohama, under the guidance of TC, support the coordination of outreach and two way flows of communication with major resource partners