



director-general's bulletin

DATE: 23 December 2014

No. 2014/53

ALIGNMENT OF RESOURCE MOBILIZATION AND THE PROJECT CYCLE TO THE STRATEGIC FRAMEWORK

This Bulletin sets out the policy, roles and responsibilities in relation to resource mobilization and the project cycle, aimed at enhancing the alignment of these functions to the implementation of FAO's Strategic Framework (see [Guidelines for Implementation of the new Strategic Framework](#)) and empowerment of decentralized offices.

Policy

Resource mobilization focuses on forging partnerships built on trust and mutual accountability so as to attract a predictable flow of voluntary contributions commensurate to the requirements for implementation of the Strategic Framework through the Programme of Work and Budget (PWB). Accordingly, resources are to be mobilized to support programmes and projects focusing on achieving Members' goals and objectives and delivering agreed results.

Project preparation is an important element of corporate programming and therefore projects must be aligned with the conceptual structure and principles of the Strategic Framework. They need to be designed in such a way that they form an integral part of the Strategic Framework results chain.

The *Guide to the Project Cycle* constitutes the body of the corporate quality assurance framework with policies and procedures that incorporate FAO and globally accepted fiduciary and quality standards, including United Nations Common Programming principles and environmental and social safeguards.

Roles and Responsibilities

Senior Managers have the responsibility to guide resource mobilization and the project cycle, ensuring that the required level of discipline is applied in contacts with resource partners. All FAO managers and senior officers have the responsibility to ensure that staff and teams under their supervision support agreed priorities, including mobilization of resources through the Corporate Areas for Resource Mobilization (CARMs), Regional Initiatives (RIs) and Country Programming Frameworks (CPFs).

The process of preparation and approval of projects must draw on the knowledge and capacities of the Organization available both in decentralized locations and at headquarters. Individuals and units involved at each stage of the process are accountable for their actions and, in particular, for assessing the pertinence and alignment of the proposed project(s) with the Organization's Strategic Framework and priorities.

Guidance on applying the policy on resource mobilization and the project cycle is provided in the attached annexes:

- Resource Mobilization - Roles and Responsibilities ([Annex I](#));
- FAO Project Cycle and Strategic Framework: Basic principles and guidelines ([Annex II](#)).

The project cycle guide and related manuals, procedures and processes will be amended accordingly.

José Graziano da Silva
Director-General