



Food and Agriculture
Organization of the
United Nations



FAO'S QUICK GUIDE

to Resource Mobilization

Promoting partnership with FAO



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FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
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Foreword

It is my pleasure to introduce this “Quick Guide for Resource Mobilization” to all FAO employees. It will provide you with a quick overview and introduction to resource mobilization (RM); a term that has come to replace “fundraising”. There is no doubt that mobilizing resources is increasingly competitive, given the rise of numerous development actors and the rapidly changing donor landscape. RM has become a more challenging exercise, demanding a mix of knowledge and skills to ensure focused and tangible development results for the Organization’s partners, as well as value for money.

The Guide should be seen as a useful starting point, to help you understand RM at FAO. It forms part of a broader capacity support package, providing links to other important tools, resources and the South-South Cooperation and Resource Mobilization Division (TCS) and regional focal points for day-to-day assistance and coordination.

Ultimately, the aim is to help employees secure adequate and more predictable resources from a diverse range of partners, equipping FAO with what it needs to deliver on its important mandate. FAO is seeking expanded partnerships, for mutual benefit and to accelerate results towards achieving its Strategic Framework and the broader Post-2015 Development Agenda.

It is my hope that this Guide will help you consider how FAO can maintain a competitive edge, work to its comparative advantages and coordinate proactive outreach to attract broader partnerships.

Your feedback is welcomed.



Jong-Jin Kim

Director, South-South Cooperation and Resource Mobilization Division

Introduction

Section 1 provides you with **the context for resource mobilization (RM)**, setting the scene in terms of RM at FAO and the global development landscape. It sketches an overview of FAO's corporate Resource Mobilization and Management Strategy (RMMS), principles for engagement, and roles and responsibilities of lead actors within the Organization. FAO's relationship with the wider United Nations (UN) is also considered, particularly at country level. In order to ensure coherent messaging and outreach, FAO's key areas for partnership are presented. These include – at a global level, 11 Corporate Areas for Resource Mobilization (CARMs) – at regional level, 15 Regional Initiatives (RIs) and – at Country level, Country Programming Frameworks (CPFs). These areas can be considered as FAO's priorities for RM.

Section 2 sets out an **approach to RM**, by highlighting a number of prerequisites to ensuring a strategic and targeted approach, followed by practical “how to” steps. Considering that most funds are channeled to FAO in the form of programmes and projects, the steps are clearly related to FAO's Project Cycle.

Section 3 clarifies the importance of a **coordinated corporate approach** to RM and the support services of the South-South Cooperation and Resource Mobilization Division (TCS), alongside dedicated focal points in the regions, are explained. Additional tools for support and learning opportunities are also highlighted.

Case studies, figures and links to wider tools and templates are interspersed throughout the text for wider explanation and reading. While the sections of the Guide can be dipped into for information, it is best read cover to cover to ensure a comprehensive overview of RM at FAO.

Overview Diagram

THINK ABOUT

- A programmatic approach
- The 'product' (the programme or project idea)



Resource partners' interests

Strong partnerships

Making a plan

A coordinated team approach

KEY STEPS

IDENTIFY

01

- Map resource partner interests comparative advantage and track record
- Verify resource partner is an acceptable source

ENGAGE

02

- Resource partner meetings and key technical meetings
- Develop communication materials e.g. write concept notes, project proposals and develop other communication tools (brochures, web pages, etc.)
- Deliver presentations to resource partners
- Foster individual contacts

NEGOTIATE

03

- Reach an agreement on joint interests
- Agree to conditions of partnership, including procedures (rules and regulations) on use of resources
- Develop and formalize legal agreement
- Media coverage during signature

MANAGE AND REPORT

04

- Acknowledge resource partners' contribution
- Ensure efficient and effective operations / management of the resources
- Regularly report on resource partner's contribution

COMMUNICATE RESULTS

05

- Disseminate information on results achieved and lessons learned
- Develop communication tools (brochure, website etc.)
- Advocate for continued support
- Media coverage

COORDINATION
SUPPORT

South-South Cooperation
and Resource
Mobilization Division
and main RM actors



Section 1

FAO Context

Overview

The overarching context for mobilizing resources is set out in FAO's **corporate Resource Mobilization and Management Strategy (RMMS)**.

In this section, you will find an outline of the RMMS, and the 'rules of the game' clarified by understanding FAO's biennial RM target (USD 1.6 billion for 2014 – 2015), RM principles, key areas for partnership, as well as roles and responsibilities. In addition, reference is made to the wider UN context, where particularly at the country level, this presents other factors to consider when Delivering as One UN.

Ultimately, RM is about 'marketing' FAO's products – what FAO does and the results it is aiming for (the Strategic Framework). By and large, having a 'quality product' or quality programming is the cornerstone of RM, as are good relations with resource partners throughout the design stages. RM is a process that involves continuous dialogue and engagement to build relationships of trust. This section will help you understand the parameters for RM in FAO and the key areas for which additional resources are sought.

Finally, this section provides an overview of the prevailing resource environment encountered at global, regional and country levels and takes stock of FAO's RM performance.

1.1 Results-based Focus

Managing for Results is central to how FAO plans and delivers its work. Both at corporate level and decentralized level, programming frameworks guide the Organization. It is for these frameworks and the results described, that FAO seeks resource partnerships for mutual benefit and to achieve joint priorities. Key frameworks are FAO's overarching Strategic Framework, including the SOs, the RIs and CPFs. Furthermore, FAO functions within a wider UN context and works with many other partners, so other programming frameworks are also relevant to its work.

1.2 Strategy

In order to strategically attract partnerships and monitor success, a RMMS has been put in place. This sets out four outcomes steering how the Organization will mobilize resources, allocate those resources to agreed priorities, and manage and report on their use in support of FAO's Strategic Framework. These RM outcomes give FAO an extra edge to attracting an adequate and more predictable volume of voluntary contributions from a larger range of resource partners, ensuring that partners receive focused and tangible impact for their money:

- **Outcome 1.** Consolidated, diversified and expanded base of FAO resource partnerships, with focus on increasing the share of pooled and softly earmarked funding.
- **Outcome 2.** Wide awareness of FAO's priority areas of work and resource requirements, through the implementation of an outreach plan.
- **Outcome 3.** New Organization-wide culture and capacity for RM.
- **Outcome 4.** Resource planning and use, effectively managed and reported to the Governing Bodies and external partners.

1.3 Target

FAO's RM target is set each biennium through its integrated Programme of Work and Budget (PWB). For the 2014 – 2015 biennium, the budget totals USD 2.43 billion, and the RM target of USD 1.6 billion is to be raised through voluntary contributions.

1.4 Principles

The RMMS provides five guiding principles, which are to be applied whenever FAO is mobilizing resources and engaging in resource partnerships, these include:

- **Principle 1.** All resources mobilized support FAO's Strategic Framework and are therefore focused on delivering Members' priority results.
- **Principle 2.** Resource partnership agreements comply with FAO's legal and operating framework.
- **Principle 3.** All resources mobilized are formally monitored and accounted for, both internally and externally.
- **Principle 4.** Close relations with resource partners are maintained, built on trust and mutual accountability.
- **Principle 5.** All RM efforts are coordinated and harmonized Organization-wide, within a strongly supportive enabling environment.

Within this overarching corporate context, the formulation and implementation of complementary RM strategies are encouraged at decentralized level: at regional/subregional levels – ensuring that regional RM strategies are built around RIs and the resources required; and at country level – where RM initiatives are based meeting funding targets to fulfill on FAO's commitment to national priorities, identified through the CPF and/or United Nations Development Assistance Framework (UNDAF). RM targets are linked to the CPF which feeds into the UNDAF.

1.5 Key Areas for Partnership

FAO has defined key areas to attract partnership at corporate, regional and country level:

- **Corporate Areas for Resource Mobilization** (CARMs) to support areas of work in need of additional resources; four span across all SOs and seven are specific to an SO.
- **Regional Initiatives** (RIs) which contribute to achieving SO-specific results and address regional priorities. 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.

These can be considered as FAO's top priorities for RM and any programme or project idea should support these areas as a priority. An "[Investing for Results](#)" promotional package is available, containing a set of fact sheets detailing the scope of each CARM and RI.

1.6 Roles and Responsibilities

[Roles and responsibilities](#) align to the governance structures in FAO and leadership positions safeguarding the integrity of the Strategic Framework¹. They are:

- **FAO's Corporate Programme Monitoring Board** (CPMB) which provides overarching coordination and governance for RM, allocation and management. It is also a forum for open dialogue between headquarters and the regions on harmonization, knowledge sharing and continuous improvement.
- **The Executive Management and Monitoring Team** (EMMT) provides FAO with executive decision-making on corporate RM priorities and the allocation of resources.
- **All employees** have a role to play, to support agreed priorities, particularly in contributing ideas for project formulation. Senior Managers are expected to guide this process. It is therefore 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 coordinated approach is required to avoid situations where employees might approach donors: i) with different messages/competing priorities; and ii) to fund activities not within FAO's agreed priorities. [Responsibilities](#) are defined for eight main actors responsible for guiding RM within the bounds of agreed priority areas of work and who will act as the main spokespersons of the Organization:

- the Director-General together with the two Deputy Director-Generals (DDGs) and supported by the Assistant Director-General (ADG)/Directeur de Cabinet;
- the Assistant Director-General, Technical Cooperation (ADG-TC), supported by TCS and other TC divisions;
- the Strategic Programme Leaders (SPLs);
- the ADG/Regional Representatives (ADG/RRs) with their RI Delivery Managers and the support of Subregional Coordinators;
- the ADGs of the technical departments supported by their division directors;
- the FAO Representatives (FAORs); and
- the Heads of Liaison Offices.

Alongside the above-mentioned eight 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 RM.

In particular, TCS, through a network of focal points supporting SO teams and Regional Offices (RO), is involved at an early stage in the dialogue with resource partners to ensure coordinated outreach and harmonized action across the Organization. TCS' support role is described in more detail in Section III.

¹ Director General's Bulletin 14/53

1.7 FAO and the Wider United Nations

FAO is firmly part of wider UN initiatives, particularly at country and regional level. FAO's contribution to the UNDAF is the CPF and resource targets set through the UNDAF process result in One Budgetary Framework. Different RM scenarios may apply, based on different country cases. The decision is taken by consensus of the UN Country Teams (UNCTs). Some examples include:

1. Based on the UNDAF/One Programme funding gap, the Resident Coordinator (RC) mobilizes funds for the One UN/Coherence Fund and agencies mobilize funds at all levels for their activities under UNDAF, keeping each other informed.
2. All resources mobilized by agencies locally or the RC on behalf of the entire system are mobilized for the One Fund/Coherence Fund and then distributed to the agencies.
3. The RC mobilizes resources for the One UN Coherence Fund. Agencies commit not to pursue independent fundraising at country level. Exceptions are usually made for vertical funding sources, such as thematic trust funds and others.

Of these, Option 1 has been the most widely applied. It is the most feasible, increases transparency and generates additional funding without creating additional structures and workload at country level.

1.8 An Overview of Resource Mobilization Trends

The RM Environment at Large

At global level, the Organisation for Economic Co-operation and Development's Development Assistance Committee's (OECD-DAC) statistics reported a decline in Official Development Aid (ODA) to agriculture from the mid-1980s and throughout the 1990s. The share of aid to agriculture dropped from a record high of 20 percent in 1979 to a record low of 3.7 percent in 2006. These trends have since been reversed. The volume of ODA to agriculture is steadily rising having reached 9.9 percent in 2013².

New emphasis has been placed on the way in which ODA is spent. This has been strongly influenced by OECD High-Level Forums on Aid Effectiveness, which produced the 2005 Paris Declaration and the 2008 Accra Agenda for Action. The five aid effectiveness principles contained in the Paris Declaration are seen in **Figure 1**. Other instruments, such as the the European Union Agenda for Change and the New Deal for Fragile States underscore resource partners' emphasis on targeting resources where the need is greatest and where they can have greatest impact, taking into account the political, economic and social context of partner countries³.

There is an expectation that aid-like flows from countries outside the DAC are growing at a much faster rate. Emerging economies, and actors such as International Financial Institutions (IFIs), the private sector and foundations are key players. South-South Cooperation (SSC) is also gaining momentum, in which countries in the global South share knowledge and resources, adapting the successes of one country for the benefit of others.

2 Enabling Effective Development (OECD-DAC), 2015, "Aid to Agriculture and Rural Development" Table 1. Total aid to ARD by donor.

3 ODI, 2012, "Development policy in a changing world", Challenge paper no. 2

FIGURE 1: AID PRINCIPLES

At regional and subregional levels, development actors such as Regional Economic Integration Organizations (REIOs) and regional agricultural initiatives are taking a more prominent role. Also, some traditional resource partners are choosing to conduct business at a decentralized level.

At national level, domestic resources committed to the agricultural sector are increasing. Unilateral Trust Funds (UTFs) are growing in proportion. These are flexible partnerships in which governments can use their own budgets to obtain FAO services. National income allocated to agriculture and rural development is rising, assisted by initiatives promoting government spending on agriculture or facilitating loans from banking institutions. One example of this is the Comprehensive Africa Agriculture Development Programme (CAADP), through which African governments have agreed to increase public investment in agriculture by a minimum of 10 percent of their national budgets and to raise agricultural productivity by at least 6 percent.

FAO's RM Trends

FAO's corporate RMMS recognizes that the external resource partner landscape is constantly changing as resource partners and other development actors adapt their policies and approaches to longer-term development and emergencies. Despite a background of global economic uncertainty, FAO's voluntary contributions have remained relatively stable in the past five years, and for 2012 – 2013 reached USD 1.7 billion, representing 59 percent of its total budget and exceeding the USD 1.4 billion set as a minimum target. While FAO has become increasingly dependent on voluntary contributions, equally important to the amount of resources mobilized are the type of partnerships and funding modalities secured. Lessons learned have proved that the more flexible the partnership and modality, the more FAO can focus on Members' priorities as approved in FAO's Strategic Framework. Innovation has also been key to success. **Case Study 1** highlights a particularly innovative form of partnership, "The African Solidarity Trust Fund" (ASTF).

Overall, the resource landscape looks favourable for FAO. FAO will continue to take innovative approaches to attract resources in an increasingly competitive development environment. FAO is well-placed to advocate its comparative advantage and deliver on its important mandate in agriculture, food security and the sustainable use of natural resources.

CASE STUDY 1

Africa Solidarity Trust Fund offers model for the future

The ASTF is pioneering a new path for funding modalities. Administered by FAO and aligned with its Strategic Framework, the ASTF is the first fund from Africa for Africa.

Pooling resources from Africa's strongest economies as well as from Non-governmental Organizations (NGOs) to support national and regional food security initiatives within the CAADP framework, ASTF currently focuses on increasing resilience of rural livelihoods in communities facing recurrent crises, as well as on economic growth and sustainable development. The idea and ASTF's governance are sparking efforts to create additional funds following the same model.

ASTF is governed by a Steering Committee (SC) and Fund Assembly (FA), which set priorities and approve grants. The Programme Coordinating Unit (PCU) at FAO handles implementation of funded activities. The Assistant Director-General, Technical Cooperation (ADG-TC) serves as Secretariat, coordinating and monitoring all SC activities. African countries making major contributions to the fund, the chairs of the Regional Africa Group and FAO Regional Conference for Africa, a representative of the African Union and FAO's Deputy Director-General, Coordinator for Natural Resources (DDN) constitute the SC. The FA serves as a consultative forum. Its members share information on achievements, lessons learned and emerging issues to advise the SC on future development of the ASTF.

FAO Representatives and FAO subregional coordinators alert potential recipient countries of the PCU's biannual calls for proposals, and work with them to prepare submissions. The PCU screens the applications, presenting the best to the SC for its review and approval. Initial funding criteria include: location in the Africa; countries in greatest need based on level of undernourishment, population displacement, low level of ODA for agriculture; and evidence of the country's commitment to the ASTF's goals based on co-funding, in-kind contributions or level of spending on agriculture and rural development in light of its total budget. Enthusiastic response to ASTF suggests that modalities like this are the wave of the future.

Section 2

How to Approach Resource Mobilization – Key Steps

Overview

While an individual's skills in engaging resource partners can greatly influence success, it is also helpful to consider some key ingredients to RM, even if it often comes down to a blend of factors and seizing the opportunity. Bearing in mind, as per the previous section, that outreach and interaction with resource partners should be carefully coordinated to avoid competing messages.

This section focuses on how to approach RM, and presents some factors to consider upfront, before launching into a fully-fledged programme or project idea. The RM process is described through five practical key steps and reference is made to tools and case studies that provide examples of good practice. While the RM steps presented represent a generic approach to attracting resources, and clearly link to FAO's Project Cycle, the requirements involved in each step can differ when dealing with specific resource partners.

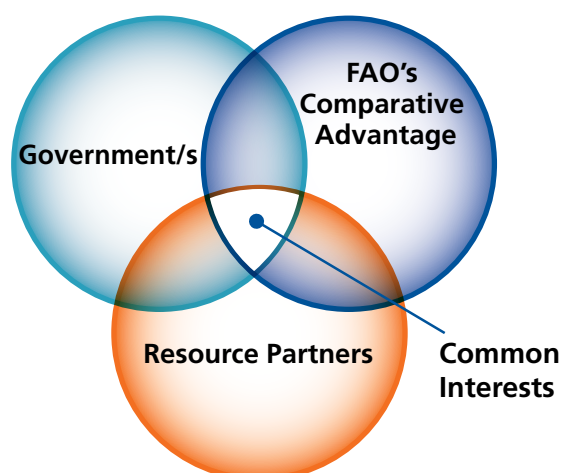
Furthermore, the five steps presented will help you design an RM Strategy or Action plan to 'market' your programme or project.

2.1 Before You Start

RM is largely about ‘making the match’ between FAO’s comparative advantage, governments’ priorities and resource partners’ interests, see **Figure 2**.

Before launching into a full-fledged RM effort, it is important to consider the following issues upfront. Many of these issues are explained in more detail through the RM steps which follow:

FIGURE 2: RESOURCE MOBILIZATION WINDOW



THINK ABOUT	KEY QUESTIONS
The ‘product’ (the programme or project idea)	Does FAO have a clear comparative advantage, strong track record? Is there demand, is it a priority for FAO, for the countries involved, for the key stakeholders/beneficiaries? Is what FAO is offering ‘value for money’ and will it clearly demonstrate development results and impact? Is FAO working in its niche?
A programmatic approach	Is your ‘product’ clearly anchored in a programmatic approach, aligned to FAO’s global Strategic Framework, RIs or CPFs and UNDAFs? Does it demonstrate that ‘FAO is managing for results’?
Resource partners’ interests	Have any resource partners already expressed interest? Which partners might be interested? Is it a priority for them? Does it match with their thematic or geographic interests? How and with whom do you propose you engage them?
Strong partnerships	Is it based on a collaborative approach with partners at country, regional or global level? Does it have strong support from government counterparts?
Making a plan	What is your resource target, by when? How will you target outreach to partners, how and who will deliver on key actions to secure resources for your product? Appropriately targeting an RM Strategy and Action Plan involves an in-depth analysis of the prevailing aid and resource environment at global, regional and country levels. This assists in matching resource partner interests to those of the Organization.
A coordinated team approach	Are the main actors in FAO aware of your plan? Have you sought agreement from them or their support? Who will take the lead? How will RM targets be tracked, monitored and plans adjusted?

2.2 Strategy and Action Planning/Marketing

Designing an RM Strategy and Action Plan can help structure and guide the RM effort, particularly in support of CARMs (at global level), RIs (regional level) and CPFs (national level), or programmes and projects thereof. The advantage of having an RM Strategy and Action Plan is that it:

- focuses RM efforts on the higher-level results of the programme framework;
- coordinates the approach to resource partners;
- avoids confusing messages to resource partners;
- works to prevent “in-house” competition for resources;
- sets RM priorities and avoids fragmented efforts;
- creates joint ownership and accountability;
- leads to planned, upfront, pipeline resources;
- allocates the resources where they are most needed;
- ultimately, leads to comprehensive programme delivery and broad impact.

See Annex for an RM Strategy & Action Plan Template.

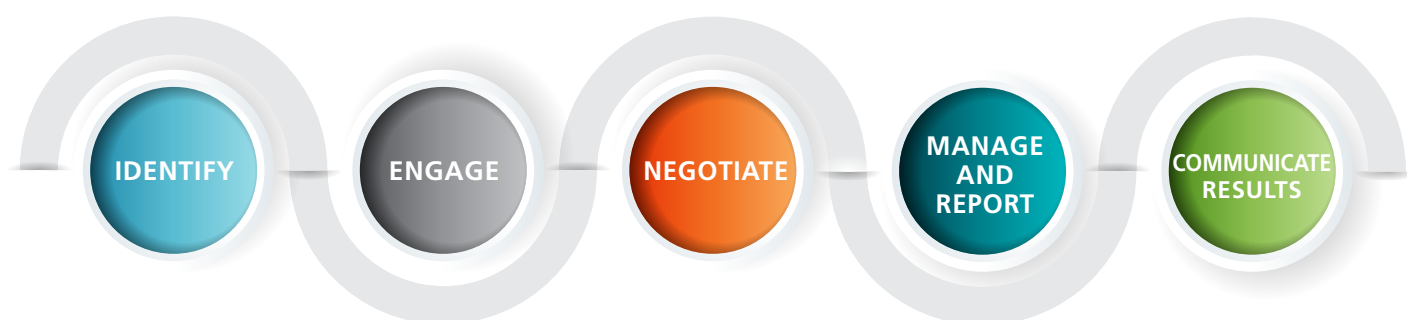
A team approach to the RM Strategy and Action Plan will ensure that skills, talents and contacts are formally identified and monitored to ensure that responsibilities, success and rewards are shared. It is advised that each team:

- nominate an RM lead person with the requisite skills to provide support and direction to RM efforts, liaising closely with TCS;
- consider assigning specific resource partner liaison roles/focal points to employees (particularly useful within the RO), again in close liaison with TCS;
- encourage all team members to utilize every opportunity to engage partners and promote the programme or project;
- integrate RM as part of the team’s strategic priorities to ensure RM progress is reported on and monitored (e.g. as an agenda item in team meetings, reports from missions, etc.).

2.3 Practical Steps

When developing the RM Strategy and Action Plan, it is helpful to consider the process as five steps for implementation. The flow of the five steps is shown in **Figure 3**. They are clearly associated with the six phases of FAO’s Project Cycle: identification, formulation, appraisal and approval, implementation and monitoring, evaluation and closure.

FIGURE 3 KEY STEPS



01

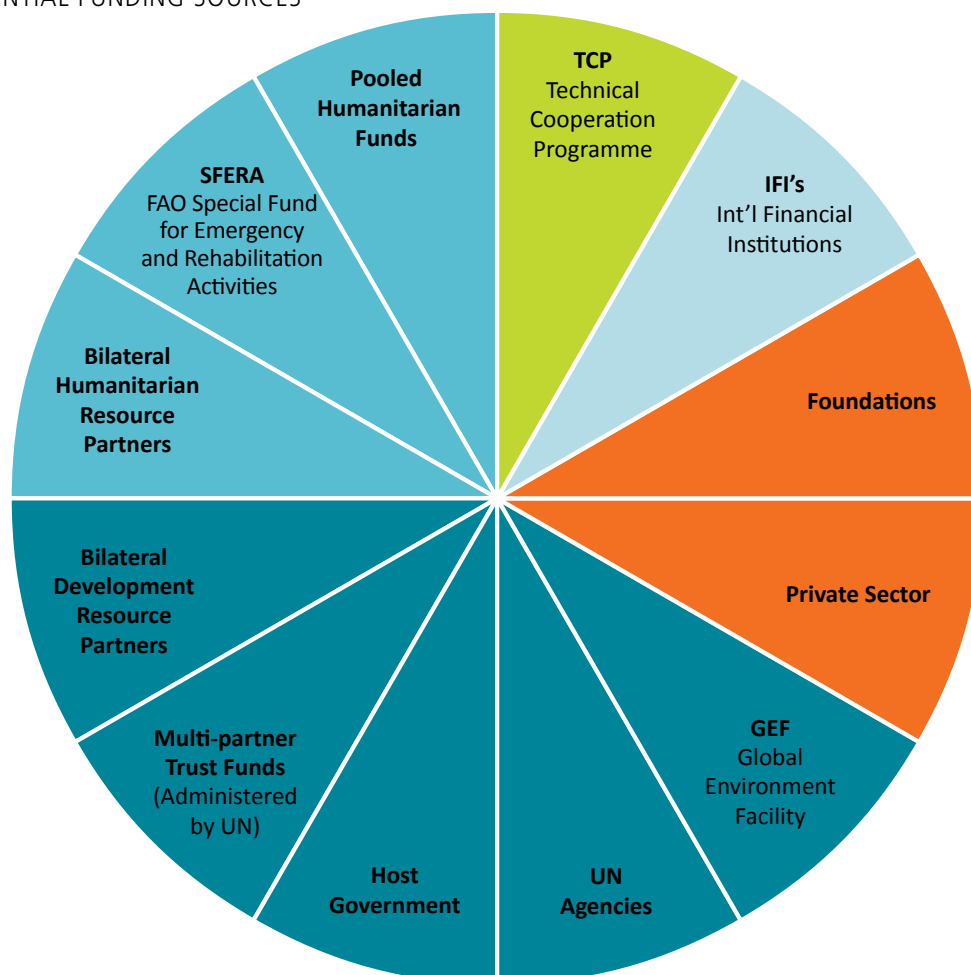
IDENTIFY

Step 1, identifying resource partners, is an ongoing process. It requires continuous updating of the details and specificities of potential resource partners. FAO has developed tools to facilitate the process of identifying resource partners, including a web-based tool called the Agricultural Development Assistance Mapping Tool (ADAM), described in more detail below. In addition to ADAM, an office might build its own resource partner matrix specific to its requirements. The Annex provides a template for a matrix with some pointers on where to begin. Research on potential resource partners should include web searches, subscribing to e-mail circulars, broad reading on the subject, joining networks or groups (e.g. local donor forums or coordination groups) and by word of mouth and informal meetings. **Case Study 2** provides an interesting example of how attentiveness to European Union priorities bears fruit.

Funding Sources

The aid and resource environment has changed considerably over recent years. Traditional 'aid donors' are no longer the only major source of funding. The RM Job Aid complements **Figure 4** providing detailed information on each funding source. Remember that the types of partnerships and funding modalities through which resources are secured are just as important to the amount of resources mobilized. It is advisable to secure the most flexible funding arrangement. Compatibility with FAO's legal and operating framework must also be ensured (see Step 3 for more details). When checking if a resource partner is an acceptable source, especially regarding private sector and foundation partners, it is essential to follow FAO's Private Sector Guidelines and that OPC be closely consulted.

FIGURE 4: POTENTIAL FUNDING SOURCES



Other Resources

In addition to financial resources, other forms of support for programme or project delivery may be available via in-kind contributions such as human resources, or goods and services. A wide range of in-kind contributions have been negotiated to assist FAO's work.

Interest in SSC from member countries is growing and FAO, alongside other UN entities, strongly promotes South-South and Triangular Cooperation as an efficient and effective means to share development solutions. In the last two decades, FAO has facilitated the fielding of over 1 900 experts to over 80 host countries, and has recorded impressive results that now need to be further shared and scaled up.

FAO's SSC Strategy emphasizes the Organization's role in facilitating SSC as an effective instrument for catalysing agricultural development. It is forward-looking with a wider scope, diverse and more flexible modalities for SSC than in the past. A separate "Quick Guide to SSC" is available.

In addition, Associate Professional Officers have long been a source of additional human resource capacity and many countries offer such a scheme, for candidates up to 30 or 32 years old and for a duration of two to three years. Volunteerism is also a means of boosting human resource capacity and FAO operates an internship and volunteer scheme which attracts a wide range of skilled volunteers, including through the United Nations Volunteer Programme.

Gathering information on resource partners

Mobilizing funds requires detailed knowledge of resource partners, their priorities, policies, budgets, rules and procedures for audits and accountability mechanisms. Asking the following pertinent questions can help guide the research:

Priorities

- Is the country or region a geographic priority for the partner? Does the partner have a country or region specific strategy or any ongoing initiatives that could be relevant?
- What are the resource partners' main areas of intervention in general? Within the country or region? How does agriculture and food security fit in?
- How much financial support has the resource partner recently given the country, in all sectors as well as in those of interest to FAO?
- What is the record of the resource partner in funding initiatives of UN agencies in general and in the country or region?
- Does the country or region benefit from loans, credits/grants from IFIs or regional banks and in what lending category do these belong? Are there loans and credits in pipeline that fall within FAO's mandate?
- What is the track record of the country in terms of UTFs executed by FAO? How might these be upscaled?

Processes

- Does the resource partner have any preconditions to be met before financing?
- What is the programming cycle of the resource partner? What is the calendar for submitting requests and/or calls for proposals?
- What funding schemes does the resource partner have (e.g. grants, loans, special conditions as requires overhead rates, rates of interest and grace periods for loans)?
- How can the resource partners' funding approach be influenced with regard to agriculture and food security?
- What are the procedures for submitting project proposals?
- Is there a focal point in your country or region?

The Agricultural Development Assistance Mapping (ADAM) Tool

ADAM is a tool that helps screen the RM environment and its potential, the commonalities among resource partners, national government and the CPF priorities and who FAO should target. **Figure 5** shows the landing page for ADAM easily accessible through the RM Intranet. ADAM also provides details related to the profile of resource partners, such as priority and geographic focus, preferred type of funding arrangements and the name of the appropriate resource partner liaison officer in headquarters. ADAM provides information on:

- aid flows related to agricultural and rural development assistance at global, regional/subregional or country level;
- the main resource partners and how much of aid is provided by OECD countries;
- sectors receiving the aid.

FIGURE 5: ADAM – MATCHING COMMON INTERESTS



QUICK CHECK! STEP 1: IDENTIFY

Result of Step	Associated Tools	Project Cycle Step	Responsible	Support
<ul style="list-style-type: none"> ■ Resource partner intelligence gathered ■ Potential matches made ■ Sources verified as acceptable source 	Resource partner matrix	Identification	Project Formulator	TCS, OPC and RO

CASE STUDY 2

Attentiveness to partner activities bears fruit with European Union

Taking initiative and actively engaging with resource partners is key to FAO's success in resource mobilization. This requires regular monitoring and responding to calls for proposals, as well as maintaining policy dialogues, especially when resource partners' aid programmes are periodically reviewed.

Both avenues have been successfully followed for the rapid expansion of FAO's cooperation with the European Union in recent years.

Regularly scanning the European Union's various Web sites, FAO spotted a call for proposals in support of smallholder livestock and agricultural sectors in Zimbabwe. In just three weeks, FAO put together a team comprising experts at headquarters and in the field to formulate and submit a livestock development project proposal, which was funded a few months later for USD 8 million.

Preparations for its 2014 – 2020 budget were initiated by the European Union in 2012. FAO and other stakeholders were actively engaged throughout the process and this led to an increase in the number of countries where agriculture and food security are priority for European Union external assistance, from 12 to 50, greatly expanding European Union funding opportunities for the achievement of FAO's SOs in the years to come.

02

ENGAGE

This step involves seizing every opportunity to build strong relationships and favourably influencing decisionmakers regarding the programme or project for which resources are sought. It means establishing and maintaining open and regular dialogue with partners to build mutual trust and respect. The bullets below offer some valuable tips.

Make sure your engagement is:

- **Face to face** – Organize a meeting or presentation to formally launch the programme to your resource partner audience. Being present at key technical meetings as a knowledge broker raises FAO's visibility and demonstrates the value-added of its work. Invite partners to the field to see the programme/project in action.
- **Short and snappy** – A concept note or project outline is the best way to provide a short overview of your programme or project. Most resource partners prefer to see an initial overview as an invitation to collaborate, rather than receive a full-fledged proposal.
- **Appealing** – Design an attractive brochure or multipurpose fact sheets introducing the main challenges faced by the populations/countries, the country/subregional or regional challenges and giving an overview of the programme or project. Focus on the beneficiaries and the programme's or project's potential impact, not only on its activities.
- **Personal** – Find out the name of the person responsible and tailor individual letters or e-mails to each potential resource partner. Then, follow up.
- **Thorough** – Make sure concept notes and project proposals are prioritized within the programme framework.
- **Up to date** – Develop or update Web sites to ensure the programme's visibility.
- **Well timed** – Ensure your request is in sync with a resource partner's funding cycle.
- **Demonstrates track record** – Use recent achievements to show FAO's capacity to deliver.
- **Keep in touch** – Establish regular exchange of high quality information so resource partners have a good knowledge of FAO's comparative advantage.

■ **And do not forget to use every opportunity –**

All employees should seek out opportunities to meet, engage and present the programme to potential resource partners.

Engaging partners is a continual process and firmly rooted in a programmatic approach, touching every part of the Project Cycle. This is especially true when developing concept notes and programme/project proposals. These should be prepared in collaboration with prospective resource partners – by engaging them. The concept note provides a snap-shot of the programme's or project's rationale, its focus and benefits. It helps to structure a preliminary analysis of the relevance, feasibility and sustainability of the project idea. FAO has specific guidance on developing project concept notes, detailed in the identification phase of the Project Cycle. A new project idea should be logged into the Field Programme Management Information System (FPMIS), using the FPMIS standard template. For further details see the [Project Cycle Guide](#).

A Concept Note in FPMIS supports a consistent approach in pipeline management throughout the Organization and allows information sharing with other FAO employees who may be directly involved and enables the main actors in RM (as described in Section I) to screen the idea.

Engaging partners goes well beyond initial scoping or testing of interest with a potential partner through presenting a concept note. Every step of the RM process should be leveraged as an opportunity to further engage and build partner rapport. Building relationships requires strong interpersonal skills to engage partners effectively. This is a distinct skill-set whereby a person is not only well-versed in the programme or project, but also has the requisite communication and negotiation skills to “market the product”. Considering when, where and how best to engage partners, and who on the team should take the lead, helps to strengthen the RM Action Plan, through assigning specific tasks to each member of the team.

As far as is possible, interaction with a resource partner should be harmonized with, and supported by, a range of key stakeholders in the Organization, and in line

with RM roles and responsibilities outlined in Section II. Case Study 3 demonstrates how FAO successfully managed to engage resource partners in Zimbabwe.

QUICK CHECK!

STEP 2: ENGAGE

Result of Step	Associated Tools	Project Cycle Step	Responsible	Support
<ul style="list-style-type: none"> ■ Concept note developed and entered into FPMIS ■ Project Task Force established ■ Communication tools produced ■ Meetings, interactions with resource partners arranged ■ Individual contacts fostered. 	Concept note (FPMIS) Examples of outreach materials e.g. Investing for Results pack	Identification and formulation	Project Formulator	TCS, OCC and RO

CASE STUDY 3

Engaging partners in Zimbabwe

A four-year, USD 48 million (GBP 30 million) initiative to support Zimbabwe's efforts to address the root causes of poverty and food insecurity, and build resilience against climate change is being made possible through the Department for International Development's (DFID) partnership with FAO. Running through 2017, "Zimbabwe Livelihoods and Food Security Program" is expected to reduce poverty for nearly 300 000 smallholder farmers through climate-smart farming practices that will raise agricultural productivity, and initiatives that will improve farmer access to markets.

FAO is responsible for leading the preparation of the programme implementation during an inception phase, including coordination of activities, technical quality and reporting on results. This underscores the partners' trust and confidence in FAO's ability to coordinate all stakeholders involved in the partnership.

Rather than mobilizing resources for a fully designed programme as the last step in the process, this effort grew out of the good relations between partners who have worked together in Zimbabwe for decades. Keen to encourage sustainable livelihoods, DFID and the Australian Agency for International Development (AusAID) collaborated with FAO for nearly a year on the programme's two-phase design. The inception phase provides the basis for the programme's implementation phase, by producing a results matrix, a four-year work plan and budget, and a procurement plan. Notably, partners agreed to fund both phases up front. To reduce costs, a "silent agreement" was reached whereby AusAID transferred its contribution to DFID, and DFID negotiated the Memorandum of Understanding (MoU) with FAO.

The success of FAO Zimbabwe illustrates the benefits of connecting with partners early on, collaborating with them from initial concept through programme formulation, implementation and results monitoring.

03

NEGOTIATE

Because this step involves a complex set of knowledge and skills, it is essential that the office has on hand the appropriate support mechanisms within FAO to proceed successfully.

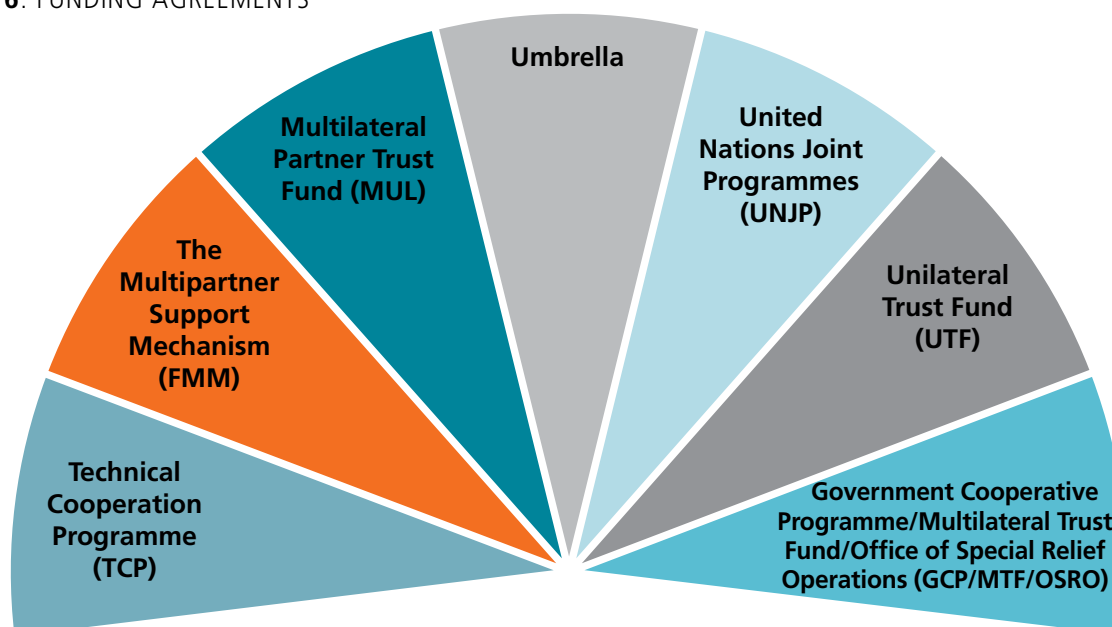
When it comes to finalizing the conditions of partnership, including the procedures, rules and regulations governing the use of resources, it is important to understand the different types of funding agreements that might be reached. **Figure 6** provides an overview of various funding agreements through which a resource partner might engage with FAO. Contributions to FAO are received either via assessed or voluntary contributions, and may be earmarked – linked to very specific products and services – or softly earmarked. The latter gives the Organization greater flexibility, allowing FAO to allocate funds to where they are needed most. This is why FAO stresses that the type and flexibility of the partnership agreement is as important as the resources themselves. FAO's preference is for less-earmarked funding. So pooled resources via FAO's Multipartner Mechanism (FMM) or a Multidonor Trust Fund approach are promoted whenever possible.

The RM Job Aid complements **Figure 6** by providing a description of each including the associated process and standard templates. **Case Study 4** highlights Unilateral Trust Funds (UTFs).

It is of utmost importance that the office receives expert advice through TCS RM officers on finalizing the agreement to ensure that the agreement is in line with FAO's legal framework. Before reaching a signed agreement, check that the resource partner's conditions of agreement comply with FAO's rules and regulations. TCS facilitates the clearances and, in particular, look out for:

- Legal – together with the Legal and Ethics Office (LEG).
- Procurement – with Procurement Services (CSAP).
- Financials and Audit – payment schedules, budget and reporting together with Corporate Services Finance Extra Budgetary (CSFE).
- Recruitment – together with the Office of Human Resources (OHR).
- Project costs – FAO's Project Servicing Costs (PSC) for the different funding agreements, together with the Office of Strategy, Planning and Resource Management (OSP).
- Evaluation – FAO's Evaluation Policy for the Organization's activities funded by voluntary contributions together with the Office of Evaluation (OED).

FIGURE 6: FUNDING AGREEMENTS



At headquarters, TCS is responsible for coordinating the corporate approach to resource partner interactions and supporting the negotiation process to reaching agreements. The authority to sign an agreement rests with the ADG-TC, who has authority to sign on behalf of the Director-General and can also delegate authority to others to sign on his behalf. TCS has designated donor liaison focal points to assist in reaching agreements with specific types of resource partners. FAORs can engage and negotiate, and in close collaboration with TCS and relevant subregional offices (SROs) and ROs can reach an agreement with all resource partners at decentralized level for any amount, providing: all technical, operational, and financial

clearances are obtained; TCS is closely consulted; and, the authority to sign the agreement has been received from the ADG-TC.

Furthermore, a fast-track procedure is in place that allows FAORs to sign agreements up to a maximum of USD 500 000, although this also requires prior delegation of authority from the ADG-TC. Here, the FAOR is responsible for the formulation, appraisal and approval of such projects, unless they are advised otherwise by the Office of the ADG-TC within two weeks of their notification of a proposal. This, too, assumes certain conditions are met, especially regarding technical clearances.

QUICK CHECK! STEP 3: NEGOTIATE

Result of Step	Associated Tools	Project Cycle Step	Responsible	Support
<ul style="list-style-type: none"> ■ Clearance gained (audit, procurement, financials, recruitment, project costs, evaluation) ■ Signed agreement ■ Media coverage during signature 	Standard templates	Appraisal and approval	Project Formulator and Project Task Force	TCS, LEG, OCC, OSP, CSAP, OHR, OED and RO

CASE STUDY 4

UTFs are key to FAO-Mexico partnership

Although it is the second largest economy in Latin America, Mexico faces low productivity in its agricultural sector. The Government looks to FAO for technical assistance and policy advice to overcome this challenge. Mexico values FAO's reliability at both the technical and financial levels, FAO's politically neutral evaluation of public policies and FAO's access to a wealth of internationally validated technologies and policies.

FAO's strong cooperation with Mexico has increased even more in recent years. Of the 72 UTF Agreements between FAO and Mexico, 12 are ongoing and six – totalling nearly USD 12 million – were signed in 2013 alone. With FAO's new SOs, field programmes in Mexico are shifting from technical cooperation to a more strategic approach that includes governance of food security, support to social programmes and other actors, and South-South Cooperation. For example, Programa Especial para la Seguridad Alimentaria (PESA), which began as a TCP, is now funded by the government with roughly USD 300 million, 2 percent of which is dedicated each year to a UTF with FAO to assist in developing strategy, monitoring, and capacity development for all project stakeholders.

Key elements of FAO's strong UTF track record in Mexico include: developing proposals that identify clear areas of collaboration based on defined problems and potential results; communicating what FAO can offer with evidence-based examples of results obtained in other countries; using fair and adjusted budget figures; and ensuring that the proposal is aligned to the government's expectations and available budget.

04

MANAGE AND REPORT

Step 4 involves acknowledging the resource partner's contribution, managing, monitoring and reporting on the use of resources via agreed mechanisms, often spelled out in the funding agreement. This step is crucial to maintaining good relations with a resource partner and forms the bedrock of potential ongoing resources. Therefore, it must not be overlooked. It is essential that the programme or project be well managed and effectively delivered, and that results be reported in a timely manner in agreement with the results-based framework, FAO's requirements and in special cases if negotiated in advance, in the format agreed to with the resource partner. Once the programme or project is declared operational, the assigned budget holder can obtain operational support through the Field Programme Support Network (FPSN). Throughout the programme's or project's duration, support is available from the relevant subregional office as first port of call, then from the RO, OSD, and from TCS for particular resource partner compliance issues. FPSN provides guidance; coordination for common approaches; monitoring of the pipeline and ongoing programmes or projects, including the logframe, work plan and budget; and assistance with terminal reports.

Acknowledging a resource partner's contribution and thanking them for their support is an essential part of maintaining good relations, and securing future funding. This can be done by:

- writing a formal letter acknowledging their contribution with special thanks from FAO's Senior Management;
- inserting the resource partner's logo on the programme or project documentation produced, including Web sites, press releases, and reports following guidelines produced by OCC, and as per the funding agreement;
- inviting partner representatives to programme or project events.

Also crucial in acknowledging a resource partner's contribution is providing them with regular feedback on progress of the work, including financial reporting. This may mean complying with a particular resource partner's format for reporting, or at set intervals, or providing the partner with mid-term and end-of-

term evaluations of the programme or project. The original programme or project framework provides the overall means for reporting. The results-based management methodology or logframe used to design the project or programme assists in forming and guiding the reports. The emphasis here is on results rather than on activities; reports must show the tangible impact of FAO's work on beneficiaries' lives and livelihoods. **Case Study 5** demonstrates how effective management and reporting can strengthen partnerships.

Different types of reports to be filed according to project progress and resource partner requests are outlined below:

Project Level

Standard Formats

- **Project Progress Reports** – Progress reports are designed to provide those responsible for managing, administering and financing a project with the means of systematically monitoring the progress of the project. The target for the reports may be national governments, bilateral donors or FAO employees. Such reports provide an account of progress made towards the project's outputs and the achievement of its objectives and identification and analysis of major issues, with particular attention to difficulties encountered of an administrative or technical nature that would require adjustments. They include specific recommendations for any action necessary to ensure that the project can achieve its objectives.
- **Terminal Reports** – The main purpose of the project terminal report is to give guidance at ministerial and senior government level, based on the achievements and experiences of the project, and on the policy decisions required for the follow-up of the project. The terminal report should therefore be a concise statement of the main findings, conclusions and recommendations of the project in relation to the project's stated objectives. The project should be assessed rather than described, and the recommendations expressed in terms of their application to the country's economy and technology in the context of its development priorities. In the case of emergency projects operated by the

Emergency and Rehabilitation Division (TCE), the main purpose of the terminal report is to describe the activities of the project, its impact and the recommendations for follow-up activities.

Non-Standard Formats

- **Inception Workshop Reports** – Inception reports provide FAO headquarters with a summary of the prevailing situation in relation to the proposed programme of project activities, including administrative arrangements for project implementation. If necessary, a draft revised budget should be attached. In light of the findings presented in the project's inception report, a detailed project management plan should be prepared in consultation with the national authorities concerned.
- **Technical Progress Reports** – These provide information for use by the technical unit responsible for backstopping a particular expert. The report should assess the progress made in relation to the expert's work plan for the reporting period, and enable the expert's contribution towards the project's objectives to be monitored. The Technical Progress Report therefore needs to include more detail about the activities undertaken than do the project progress reports.

FAO Country Annual Report – The main purpose of the report is to:

- establish the context of FAO programme implementation;
- provide an overview of FAO's work in the country during the year and report on achievement of country level results as well as highlight lessons learned and best practices;
- provide an assessment of opportunities and challenges in the short- and mid-term that are likely to influence programme implementation in the following planning period, including indications of eventual changes in programme orientation.

Corporate Level

Mid-Term review – The Mid-Term Review is a management tool that builds on work plan monitoring. It assesses progress towards the achievement of Organizational Outputs (OOs) and Organizational Results (ORs) and their relevant indicators, identifies potential impediments to their achievement and remedial actions required during the second half of the biennium.

Programme Implementation Report (PIR)

The end-of-biennium assessment.

QUICK CHECK!

STEP 4: MANAGE AND REPORT

Result of Step	Associated Tools	Project Cycle Step	Responsible	Support
■ Smooth management and regular reporting	Reporting tools	Project implementation and monitoring	Project Task Force	TCS and RO

CASE STUDY 5

Effective management and reporting strengthens European Union partnerships

Two European Union-resourced programmes illustrate how good managing and reporting helps mobilize additional funds. Both concern FAO's work in African, Caribbean and Pacific countries.

The first involved strengthening capacities of agriculture commodities stakeholders, improving market access, reducing income vulnerability and synergizing the efforts of key actors. Integrating the work of three FAO divisions and their collaboration with five international agencies posed obvious challenges. Yet, FAO exceeded expectations and the European Union distributed FAO's final report to other agencies as an example of how to comply with European Union requirements. Face-to-face presentations connected lessons learned to specific experiences in the field, and illustrated meaningful data with photos and quotes from beneficiaries. After closure, FAO maintained contact with the partner by keeping the European Union updated on the programme's ongoing results, leading to European Union funding for a second phase.

Continued over

05

COMMUNICATE RESULTS

Communicating the value of partnering with FAO is essential when engaging partners: as described, Steps 2 and 5 are closely connected. The preparation of a communication plan and quality communication materials are important. They convey a set of key messages about the programme/project for target audiences, providing an entry point for engaging partners and focusing discussion. While it may be helpful to hire a communication consultant, this is not absolutely necessary. Assessing the skills of team members often uncovers hidden talents.

Communication for RM includes broadly communicating about FAO's work and comparative advantages, as well as specific programme or project needs. It also is about ensuring that partners are given appropriate visibility, advocating for greater investment in agriculture, and building partnerships with advocacy groups that can contribute to the achievement of member countries' goals. The aim is to secure broad support for FAO's work throughout the government, not only from the ministry of agriculture, but from other ministries, and from the donor community, NGOs and civil society organizations, beneficiaries of FAO's work and the general public.

Tools such as brochures, flyers, posters, press releases, special events, speeches, videos, Web sites, and social media help communicate key messages about FAO's work in general, as well as for a particular programme or project. They need not be expensive to successfully convey FAO's comparative advantage and convince potential partners to commit resources. News media coverage helps to get the attention of decision-makers on issues related to hunger, food insecurity, malnutrition, rural poverty, sustainable resource management and the solutions FAO offers. Consult OCC and regional communication officers for support. Also consult OCC's [new communication policy](#).

Some resource partners have specific requirements regarding their visibility when funding a programme or project, individual Web sites have been developed to build awareness of FAO's work with the European Union and Italy. To further underscore the value of partnering with FAO, the Organization has produced an "Investing for Results" pack to attract partnership for the CARMs and RIs. A "Partnering for Results" pack was also produced to showcase a collection of recent success stories from around the world. See the next page for tips on writing success stories and **Case Study 6** for Rwanda's model communication programme. Illustrating the difference that FAO makes in people's lives is essential for effective communication. This brings the steps of implementation back to Step 1, because communicating a partnership's success is the best way to encourage partners to contribute additional resources and attract others.

CASE STUDY 5 *continued*

The second programme aimed at combating illegal logging and associated trade by helping stakeholder groups put an action plan into practice, and by sharing lessons learned to make those efforts even more effective. FAO's reputation for effectively managing resources is one reason why the European Union chose to partner with FAO on the programme, which consisted of 90 projects in 33 countries with budgets of up to USD 135 000 each. Grant requests in hand, FAO moved quickly to select the most promising projects and negotiate contracts. By keeping the in-country European Union delegations informed every step of the way, FAO earned the partner's confidence and trust. The programme's second phase is already underway and a third is being discussed.

Learn more about both programmes in FPMIS:

- African Caribbean Pacific Group of States (ACP) Support Programme of Agricultural Commodities, GCP/INT/045/EC
- Forest Law Enforcement, Governance and Trade Support Programme for African, Caribbean and Pacific Countries (FLEGT-ACP), GCP/INT/064/EC.

How to Write Success Stories

So what makes a good success story? Here are five tips.

1. What difference did the partnership make?

Demonstrate that the benefits are real, quantifiable and compelling. Speak in terms of before and after, then and now, problem and solution.

2. Put a human face on it

Show how FAO improved lives, livelihoods, the environment, or other aspects of the beneficiaries' worlds. If the programme or project is "normative", explain how the information gathered will benefit local people.

3. Put it in context

Why is the outcome important? Set the scene. Show what the beneficiaries are up against in terms of the farming systems used, local economy, infrastructure, environment, culture, etc.

4. What did the partnership do and how did it do this?

Explain the action taken, as well as the challenges faced and how they were overcome.

5. Write well and include pictures

Keep the story short and to the point. Document progress with photography and video. Even images captured on cell phones may be helpful. Browse the internet for writing and photography tips.

QUICK CHECK!

STEP 5: COMMUNICATE RESULTS

Result of Step	Associated Tools	Project Cycle Step	Responsible	Support
<ul style="list-style-type: none"> Set of communication materials Communication plan, if necessary 	Examples of templates e.g. "Investing for Results" and "Partnering for Results" pack Resource partners Web site	Project implementation and closure	Project Task Force	TCS, OCC, and RO communication officer

CASE STUDY 6

Good communications in Rwanda offer ideal example for RM

FAO Rwanda's RM efforts are benefiting from the comprehensive communications planning associated with its participation in the One UN initiative. The team is developing a master calendar of events and useful list of "who's who" to maximize opportunities to engage resource partners and build awareness of FAO's work among decision makers, preparing concept notes and individual communication plans for the most high-profile occasions. It is creating fact sheets and other promotional material that sum up results achieved at a quick glance. Human interest stories, complete with photography/video, opinion pieces for local media, radio broadcasts and other communication products are being produced monthly. It is leveraging presentation of Rwanda's "One UN Annual Report" as a breakfast briefing for reporters. It is also scheduling one-on-one meetings with editors, organizing media field trips, maintaining an accurate database of key journalists and monitoring print, broadcast and on-line outlets systematically for news relevant to FAO's mandate. In addition to keeping its Web site up-to-date, FAO Rwanda browses social media channels for opportunities to place good news about FAO's work in Rwanda.

Section 3

Where to Get Support

Overview

TCS guides the development and implementation of corporate RMMS and RM action/marketing plans, supports targeted outreach, the hosting of donor consultations and interactions, as well as provides employees capacity development support for RM.

Once a concept note has been developed and cleared, in line with the CARMs, RIs or CPFs, TCS can support you in your RM efforts for a programme or project idea.

Here, you can also find an RM capacity support package, accessible online, via you@FAO. This includes a wide range of learning material including the RM intranet, videos, e-learning and a job aid to support you in mobilizing resources. Your feedback on this package is welcomed, as TCS aims to continually update this package and tailor it more precisely to your needs.

3.1 Support Hub

TCS is comprised of the following interconnected teams:

- Project Cycle and Operations Support Unit (TCSD)
- TCS1: South-South Cooperation Team
- TCS2: Donor Relations and RM Team
- TCS3: Marketing, Outreach and Network Support Team

Field-led RM efforts are supported by a network of RM focal points based in the ROs, and by headquarters on a subsidiary basis. More information on Resource Partner Liaison Focal Points within TCS can be found on the [RM intranet](#).

3.2 Support Offered

TCS can support you to:

- **Identify potential resource partners**, providing information of their interests in view of an environment analysis. It is also worth consulting the ADAM platform, to match concept notes with resource partners' interests, obtain information on their profile and check FAO's comparative advantages.
- **Engage resource partners** by organizing technical meetings with resource partners and stakeholders, and facilitate capital or field visits. In doing this, TCS can assist in developing and implementing an **outreach campaign**, together with OCC's support.
- **Negotiate an agreement** for the best possible funding agreement. This requires a thorough knowledge of FAO's legal and operating framework to come to an agreement adapted to the specific requirements of resource partners together with FAO rules and regulations.
- **Manage and report on resources**, supporting fulfillment of specific donor requirements, as it is essential to build good resource partner relations through effective and efficient management of resources for future mobilization of funds. FAO needs to ensure visibility of innovative and flexible partnership together with good monitoring, management, accountability and regular reporting at set intervals.

- **Communicate results**, together with OCC's backing, support the development of key messages for brochures, presentations, country fact-sheets, annual publications, newsletters and events. TCS is also responsible for uploading webpostings on the FAO's corporate RM webpage or on the relevant technical division Web sites.

3.3 Performance Support Package

Beyond this Quick Guide, a range of learning and performance support materials has been developed to enhance employees capacities in RM. Other resources and opportunities include:

- online resource partner identification and analysis tool ([ADAM](#))
- [RM intranet](#) and [FAO Handbook](#)
- [you@FAO](#): RM and SSC pillar including resources such as:
 - Videos
Example: General overview on RM by Laurent Thomas ADG, TC
 - E-learning
Example: Resource Mobilization E-learning Module
- RM Network, an online community to share information and knowledge (forthcoming).

Annex

RM STRATEGY AND ACTION PLAN TEMPLATE

Practical Steps	Activities	Responsible	Time frame
Identify	<ul style="list-style-type: none"> ■ Develop a country, subregional or regional matrix of resource partners, mapping their interests to FAO's Strategic Framework, Regional Initiatives and the CPF; ■ refine and match the resource partner matrix to specific concept notes/proposals; ■ use tools for identifying resource partners such as ADAM and local knowledge; ■ ensure each resource partner listed is an acceptable source. Cross reference with FAO Private Sector guidelines; ■ review the various resource partner Guidance Notes provided on the RM intranet. 		
Engage	<ul style="list-style-type: none"> ■ Nominate RM lead person; assign partner liaison roles; ■ develop a plan indicating how each resource partner identified will be engaged; ■ engage potential resource partners early. Seek their collaboration in the development of concept notes, programme/project; ■ develop key messages and communication materials for priority programmes and projects; ■ ensure FAO's participation in local donor coordination groups; ■ set up regular engagement channels with resource partners, such as field visits/workshops/meetings, to foster relationships and build trust. 		
Negotiate	<ul style="list-style-type: none"> ■ Liaise closely with the RO, SRO and relevant donor liaison officers in TCS/TCE to ensure the resource partner's rules and regulations are compatible with FAO's; ■ review and use standard MoU agreements as appropriate (e.g. GCP, UTF etc.). 		
Manage and report	<ul style="list-style-type: none"> ■ Ensure reporting is conducted in a timely fashion, both via FAO reporting mechanisms and as agreed with the resource partner. 		
Communicate results	<ul style="list-style-type: none"> ■ Create a Communication Plan to build visibility and respect for FAO and its work overall among target audiences; ■ develop specific communication plans for those programmes/projects for which resources must be mobilized; ■ as part of the above, develop communication tools to widely communicate the success of FAO programmes and projects. 		
In support of the above:			
Reflect	<ul style="list-style-type: none"> ■ Monitor programme and project budgets vs. funding approvals to keep track of meeting the RM target; ■ identify lessons learned; ■ refocus efforts where needed through further outreach to resource partners. 		
Institutionalize RM as a key function	<ul style="list-style-type: none"> ■ Strengthen a team approach to RM by having regular meetings, information sharing, updating knowledge through training and developing contacts with local expert consultants; ■ consult the corporate RM intranet for updates on corporate guidelines and opportunities in RM; ■ integrate RM activities into the Office's work plan. 		

RESOURCE PARTNER MATRIX TEMPLATE

Partner Agency	Sectors relating to FAO's mandate – SO/RI/CPF	Period of current funding or country strategy	FAO programmes or projects funded in last five years	Total contribution in past five years	Potential for future cooperation/lessons learned	Potential volume of resources to be mobilized	Deadlines for submission	Any other comments	Contact at agency and TCS/TCE focal point
Existing or potential resource partner	List the partners' stated priorities that match FAO's mandate.	e.g. 2003-2012	List the projects, as reflected by their symbol in FPMIS	Add up total contributions to FAO	List any issues which are relevant for future cooperation.	Estimate potential resources mobilized from this partner, e.g. over the course of a programme's or a CPF's lifespan. Include the potential of in-kind contributions.	Does the partner require that proposals be submitted at a certain time?	Make notes that may require follow-up action.	<ul style="list-style-type: none"> Email of contact at partner agency; email address of the relevant TCS/TCE officer.
e.g. USAID	<ul style="list-style-type: none"> Access to common property fishery resources; food security for vulnerable groups and growth of agribusiness and small business; improved management of open water and improved performance of energy sector. 	2003-2012	GCP/XXX/123/USA	USD XX million	Both FAO and USAID have supported community based fisheries projects in country x and there are opportunities for sharing of lessons between the two institutions.	USD XX million	No	Representative is leaving at end of year.	xx@usaid.org xx@fao.org
e.g. European Union	<ul style="list-style-type: none"> Human development (education, health, nutrition); rural development (agriculture, rural infrastructure, non-farm sector); private sector development. 	2010-2014	GCP/XXX/456/EC	EUR XX million	The European Union has predominantly focused on emergency projects, with the aim of increasing partnership for development. Project x is an example of a recent initiative for private sector development.	EUR XX million	March and October of every year.	None	xx@eu.org xx@fao.org

Acronyms

ACP	African Caribbean Pacific Group of States	OECD-DAC	Organization for Economic Cooperation and Development – Development Assistance Committee
ADAM	Agricultural Development Assistance Mapping Tool	OED	Office of Evaluation
ADG	Assistant Director-General	OHR	Office of Human Resources
ADG/RR	Assistant Director-General/Regional Representative	OPC	Office for Partnerships, Advocacy and Capacity Development
ADG-TC	Assistant Director-General, Technical Cooperation	OSD	Office for Support to Decentralization
AOS	Administrative and Operational Support Services	OR	Organizational Results
ASTF	African Solidarity Trust Fund	OSP	Office of Strategy, Planning and Resources Management
AusAID	Australian Agency for International Development	PCU	Programme Coordinating Unit
CAADP	Comprehensive Africa Agriculture Development Programme	PESA	Programa Especial para la Seguridad Alimentaria
CARM	Corporate Area for Resource Mobilization	POA	Plan of Action
CERF	Central Emergency Response Fund	PSC	Project Servicing Costs
CPF	Country Programming Framework	PWB	Programme of Work and Budget
CPMB	Corporate Programme Monitoring Board	RBM	Results-based Management
CSAP	Corporate Services Procurement	REIO	Regional Economic Integration Organization
CSFE	Corporate Services Finance Extra Budgetary	RC	Resident Coordinator
CSHT	FAO Staff Development Group	RI	Regional Initiative
DDG	Deputy Director-General	RM	Resource Mobilization
DDN	Deputy Director-General, Coordinator for Natural Resources	RMMS	Resource Mobilization and Management Strategy
DFID	United Kingdom's Department for International Development	RO	Regional Office
DO	Decentralized Office	SF	Strategic Framework
EB	Extra-budgetary	SFERA	Special Fund for Emergency and Rehabilitation Activities
EMMT	The Executive Management and Monitoring Team	SO	Strategic Objective
FA	Fund Assembly	SPL	Strategic Programme Leader
FAOR	FAO Representative	SRO	Subregional Office
FMM	FAO Multipartner Programme Support Mechanism	TC	Technical Cooperation Department
FPMIS	Field Programme and Management Information System	TCE	Emergency Rehabilitation Division
GEF	Global Environment Fund	TCI	Investment Centre Division
IFI	International Financial Institution	TCP	Technical Cooperation Programme
ILO	International Labour Organization	TCS	South-South and Resource Mobilization Division
LEG	Legal and Ethics Office	UN	United Nations
MDTF	Multidonor Trust Fund	UNCT	United Nations Country Team
MoU	Memorandum of Understanding	UNDAF	United Nations Development Assistance Framework
NGO	Non-governmental Organization	UNDP	United Nations Development Programme
OCC	Office for Corporate Communications	UTF	Unilateral Trust Fund
ODA	Official Development Assistance		

Contact

Jong-Jin Kim

Director, South-South Cooperation and Resource Mobilization Division

Food and Agriculture Organization of the United Nations

TCS-Director@fao.org

www.fao.org

