


October 2011

	منظمة الأغذية والزراعة للأمم المتحدة	联合国 粮食及 农业组织	Food and Agriculture Organization of the United Nations	Organisation des Nations Unies pour l'alimentation et l'agriculture	Продовольственная и сельскохозяйственная организация Объединенных Наций	Organización de las Naciones Unidas para la Alimentación y la Agricultura
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PROGRAMME COMMITTEE

Hundred and Eighth Session
Rome, 10 - 14 October 2011
COUNTRY PROGRAMMING GUIDELINES
Principles and Policy

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

Mr Richard China
Director, Policy and Programme Development Support Division
Tel. +39 (06) 570-55242

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Executive Summary

As requested by the Programme Committee, this paper focuses on the principles and policies that guide the FAO country programming process. The paper describes:

- The roles and responsibilities of the respective layers of the decentralized structure – FAO Representatives, Subregional Coordinators (SRC), Regional Representatives (RRs), and headquarters in the country programming (CP) process.
- The main country programming principles: (i) ownership and empowerment; (ii) mutual commitment; (iii) accountability and alignment; (iv) flexibility; (v) adherence to UN programming principles; (vi) strategic focus; and (vii) needs driven and Functioning as One.
- The main country programming policies: (a) the role of FAO in national priority setting; (b) integrated Country Programming Frameworks and country work plans; (c) integration of emergency operations and disaster risk management in FAO's country programming process; (d) inter-linkages between country programming and resource mobilization, clarifying how the resource requirements are addressed; (e) the role of FAO in UN country programming including the linkages between CP and the United Nations Development Assistance Framework (UNDAF).
- The main benefits of country programming for member countries, calling attention to the need for Members' engagement.

Guidance sought from the Programme Committee

The Programme Committee is invited to:

- a) provide views and comments on the main principles and policies guiding the FAO country programming process, as well as the proposed next steps;
- b) consider a need for an active engagement of the member countries in the CP process;
- c) provide views and guidance on the desirability of using the priorities agreed by the government and FAO through the Country Programme Framework process as a means of prioritizing the use of TCP requests.

I. Introduction

1. A Strategic Evaluation of FAO country programming (*with special attention to implementation of the National Medium Term Priority Framework planning tool*)¹ was undertaken in 2010, at the request of the Programme Committee, in view of the key role of CP in general, and the National Medium-term Priority Framework (NMTPF) in particular, in FAO's new results-based planning and operational framework.

2. The Evaluation recommended, and Management² agreed, to the integrated character of the FAO CP process with its three, programmatically linked components: (i) FAO's support to national priority setting; (ii) the Country Programming Framework (CPF, replacing the term NMTPF) that defines priority areas and outcomes for Government-FAO collaboration in four to five-year period; and (iii) the FAO Country Work Plan (CWP) that operationalizes the agreed upon CPF outcomes in two-year time frame (aligned to FAO's planning cycle in the MTP/PWB).

¹ PC 104/4

² PC 104/4 Sup.1

3. The Programme Committee at its 104th Session³ requested that FAO management provide for its October 2011 session a paper on Country Programming Guidelines, focusing on policies and principles. As recommended by the Committee, this paper proposes a country programming process that is flexible in nature and clarifies the relationship with the United Nations Development Assistance Framework (UNDAF) process and how the financial envelope would be reflected; integrates emergency activities; takes a gradual approach to integration of the Technical Cooperation Programme; and sets out the roles and responsibilities of regional, subregional and country offices.

II. Overall context

4. The CP process is fully integrated in the ongoing FAO reform process. It builds on the findings and recommendations of the Independent External Evaluation of FAO's decentralization⁴ (2004), the Independent External Evaluation of FAO⁵ (2007), the Immediate Plan of Action for FAO Renewal (2008); the Strategic Evaluation of FAO country programming⁶ (2010); the Evaluation of FAO's operational capacity in emergencies⁷ (2010); and the Evaluation of FAO's activities on capacity development in Africa⁸ (2010).

5. Progress in CP is dependent on progress in other areas of reform, particularly introduction of results-based management, the structure and functioning of decentralized offices, the resource mobilization and management strategy, decentralization of the TCP, and the governance role of Regional Conferences.

6. The approach to CP also responds to the international commitments and the UN Reform embodied in the Paris Declaration, the Accra Agenda for Action, and Triennial Comprehensive Policy Review of Operational Activities for Development of UN System (TCPR).

III. Activities undertaken since the Evaluation

7. CPF guidelines are under finalization taking into account the recommendations put forward by the Evaluation on country programming and the associated Management Response. They also draw on the lessons learnt from the Country Work Planning Pilot, and the extensive consultations within the interdepartmental CPF Working Group, that includes representatives from technical departments and regional offices.

8. A pilot Country Work Planning (CWP) exercise involving six country offices has been ongoing since November 2010, in order to gradually integrate country offices into the corporate results-based planning process and to support the new CP process.

9. In-house consultations on the integration of emergency and rehabilitation operations into the CP guidelines have been initiated and preliminary agreement has been reached on the following points: i) there should be only one Country Programme Framework for FAO in a country (the CPF), as well as only one Work Plan; ii) the humanitarian plan and/or DRM Programme or Plan of Action (PoA) will be an integral part of the CPF; iii) FAORs lead the programming process and emergency focal points are members of the CPF formulation team; iv) as required, joint TCS/TCE/RO/SRO missions are planned to support the selected countries in the formulation of integrated country programmes; and v) a guidance note on integration of Disaster Risk Reduction in CPF formulation will be prepared based on experience and consultation with decentralized offices.

10. Training and briefing sessions are being planned. A pilot integrated training curriculum on Effective Country Programming, including CPF, CWP, project cycle, and resource mobilization is

³ CL 140/8 paragraphs 15-16

⁴ PC 92/6a) - FC 108/18

⁵ C 2007/7A

⁶ PC 104/4

⁷ PC 103/7 - FC 132/10

⁸ PC 104/5

under preparation, to be launched in 2012. A common Intranet platform is also being developed to support decentralized offices in their CP efforts.

11. The country programming process will help ensure that FAO's programmes and activities are driven by country needs and priorities taking into account the Strategic and Functional Objectives agreed by the FAO Conference. This would also provide a valuable basis for: prioritizing TCP requests; planning the staffing and technical skills required to address the specific needs of Members; focusing FAO's resource mobilization efforts; and ensuring that the Organization's technical assistance programmes including emergency relief, rehabilitation, transition and development activities are planned and implemented in a coherent and integrated manner⁹.

IV. Roles and responsibilities in country programming

A. COUNTRY PROGRAMMING IS A CORPORATE EFFORT

12. The purpose of country programming is to respond to the priority needs of the country, in a manner that mobilizes and optimizes the use of operational capacities and knowledge of all concerned FAO units irrespective of location. It should lead to a strategic planning of all FAO products and services at all locations that support achievement of expected country-level results. The CP process will thus increase the results orientation and visibility of FAO's work at the country level across the Organization. Therefore, FAO's CP process must be based on corporate CP policies, standards and procedures that allow the Organization to function as one, irrespective of location, with due focus on its country commitments.

13. The roles and responsibilities for country programming: i) follow the subsidiarity principle i.e. priority for decision-making will be given to the closest decentralized level possible and headquarters takes only those decisions that cannot be taken effectively at a more decentralized level; and ii) are fully in-line with decentralization agreed under the IPA as reflected in the latest Circular on Responsibilities and Relationships.

B. OVERALL ROLES AND RESPONSIBILITIES

14. **The FAO Representative**¹⁰ is responsible for FAO's response to national priorities at country level and therefore leads - and assures the enabling environment at country level for - the CP process with the assistance of the country office staff, including the Emergency, Rehabilitation and Disaster Risk Management staff, where applicable.

15. **The Subregional Coordinator (SRC)**¹¹ as the leader of FAO's response to subregional priorities assists the ADG/RR, with quality assurance, resource mobilization, coordination, knowledge exchange and review of the (sub)regional commonalities in the periodic Subregional Management Team (SMT) meetings. The Subregional Technical Officers provide technical/policy support to the CP process on a first-port-of-call basis.

16. **The Regional Representative (ADG/RR)** is responsible for FAO's response to regional priorities and assures the enabling environment for the CP process in the region, including quality assurance and the final endorsement/certification for the majority of CPFs and CWPs, referring to headquarters only those that exceptionally require corporate guidance.

17. **Headquarters** as leader of FAO's response to global priorities promulgates and promotes FAO's corporate policies standards and procedures, which guide the substance of FAO's work at country level. Technical divisions through Subregional Coordinators and ADG/RRs advise the FAO Representatives on: i) the commitments that the country has made in FAO-sponsored policy and

⁹ JM 2011.2/3 *Actions arising from the Vision for the structure and functioning of FAO's decentralized offices network*

¹⁰ This role is played by the SRC in countries without accredited FAO Representative. In the absence of Subregional office (SRO), this role is played by the ADG/RR.

¹¹ This role is played by the ADG/RR where there is no SRO.

regulatory frameworks; and ii) applicable corporate policies, standards and procedures (CPSPs) and good practices, etc. Under the overall umbrella of the Strategy Team of Organizational Result X01, its respective working groups led by TCSP and OSP are coordinating the corporate guidance, tools, quality and monitoring of the CP process.

V. Country programming principles and policies

18. Proposed country-programming principles and policies are based on the recommendations of the Evaluation on country programming, the Evaluation of FAO's activities on capacity development in Africa, the related Management Response, the Evaluation of FAO's operational capacity in emergencies, the lessons learnt and the evidence received from the countries and the regions.

A. COUNTRY PROGRAMMING PRINCIPLES

19. **Ownership and empowerment:** the government is the owner of national policies and decides if, where and when it wishes to avail itself of FAO's support in defining and implementing national priorities for food and agriculture¹² and/or developing national capacities¹³, including relevant government, civil society and private sector organizations and institutions. Thus CPF is co-owned and jointly implemented by the government and FAO.

20. **Mutual commitment:** the CPF represents a mutual commitment of the government and FAO to collaborate on the achievement of jointly agreed outcomes within the defined timeframe.

21. **Accountability and alignment:** CPF and CWP provide the basis for an integrated accountability of FAO vis-à-vis the country, the development partners and FAO's corporate results framework, through established monitoring and reporting arrangements. The CPF is aligned to the country planning cycle and UNDAF, while the CWP is aligned with FAO's biennial planning cycle. The CPF thus represents the link between national policies and FAO's Strategic Framework. The CWP represents the operational link between the CPF and the biennial Programme of Work and Budget.

22. **Flexibility:** the CPF is a living document allowing for adjustments to changing country conditions. Flexibility is particularly important when FAO provides emergency responses in the aftermath of unforeseen crises. Emerging global/regional tasks entrusted to FAO at country level will also be initially accommodated in the CWP and then in the subsequent review of the CPF. Flexibility also takes into account the diversity of country situations and the capacity of FAO to deliver. For example, in countries where FAO has neither a resident representative nor a country office, a lighter version of the CPF may be preferred, and programming effort may be limited to FAO's participation in UNDAF formulation process, to the extent that FAO's ongoing/planned work in the country is reflected in the UNDAF.

23. **Adherence to UN programming principles:** FAO pursues common objectives, shares common approaches and modalities with the rest of the UN system and applies the five UN programming principles¹⁴.

24. **Strategic focus:** FAO provides focused support in areas of strategic relevance to the Government, the UN Country Team (UNCT) and other development partners. Priority setting is based on a sound assessment of comparative advantages that takes into account, among other things, FAO's delivery capacity and absorption. Thus FAO may not be a player in all issues regarding food security and agriculture in a given country.

¹² The term "Agriculture" is used here *latu sensu* i.e. including livestock, fisheries, forestry, management of natural resources related to agriculture.

¹³ As recognized by the UN General Assembly Resolution 59/250 on the Triennial Comprehensive Policy Review (TCPR), national governments have the primary responsibility for identifying their development outcomes. FAO is committed to contribute to those country outcomes that fall within its Strategic Framework.

¹⁴ The five UN Programming Principles have been agreed in the UNDG. They are: A human rights-based approach (HRBA); gender equality; environmental sustainability; results-based management (RBM); and Capacity Development.

25. **Needs driven and Functioning as One:** the purpose of CP is to focus the response of the entire Organization on the priority needs of the country in a manner that: is jointly programmed with other UN agencies; is complementary to the efforts of other development partners; and makes the most strategic use of FAO's comparative advantage and for which resources can be mobilized. CPF will also reflect the long-term commitments that the country had signed up to, in the context of FAO-sponsored policy and regulatory treaties, codes of conduct and frameworks.

26. **Building on lessons learnt and good practices:** assessments of previous exercises and records, observation of other countries' approaches and exchange of experience and information among countries form an integral part of CPF formulation process and systems are made available (i.e. CPF forum) to help identify best practices.

B. THE ROLE OF FAO IN NATIONAL PRIORITY SETTING.

27. Precondition for the formulation of CPFs is the existence in the country of a clear set of agricultural and food security development priorities, which are generally reflected in either one or the other of the following key programming frameworks: a national policy, a national strategy or development plan, or an investment plan. In the absence of these frameworks, FAO should offer its services to assist the country in priority setting.

28. FAO's technical assessments provide, together with the government's and other partner's assessments, an empirical and analytical input into the government's prioritization process. Many such assessments are prepared by FAO (e.g. Forest Assessment, Fishery Resources Assessment, Land Use Assessments, Statistical Assessments, Poverty and Vulnerability Assessments). They may also deal with cross-cutting issues such as capacity development, investment, gender, climate change, employment and decent work and knowledge/information. They can: i) assist governments with making more evidence-based decisions on their own priorities taking into consideration global, regional and cross border issues; ii) assist in prioritizing government – UN collaboration in the field of Food and Agriculture through the CCA/UNDAF process; and iii) support the prioritization of government - FAO collaboration through the CPF process.

29. FAO supports member countries and their Regional Economic Integration Organizations in priority setting through policy assistance and capacity development. Priority setting is the main outcome of FAO's support to countries in the preparation of national agriculture sector reviews, agricultural and food security development strategies and policies and agricultural investment plans.

30. National priority setting is also often an outcome of the process of formulating National Programmes for Food Security, the NEPAD Comprehensive Africa Agriculture Development Programme (CAADP) Compacts and the associated investment plans for agriculture and food and nutrition security, as well as the proposals for funding under the World Bank administered Global Agriculture and Food Security Programme (GAFSP).

31. FAO's policy assistance contributes to the identification of both national priorities and priorities for which FAO has comparative advantages which will be considered in the CPF. On the other hand, in countries for which development priorities have been defined, the CPF is the mechanism for the assessment of policy assistance and capacity development needs in the country.

32. The CPF takes into account the national assets and needs and the potential for partnering with local, regional and international agencies. As emphasized by the Evaluation of FAO's activities on Capacity Development in Africa, a policy or a programme is only feasible if the necessary capacity to achieve intended outcomes is available. Hence, capacity development issues have to be integrated in national policy processes at all levels starting from assessing the capacity gaps in the entire policy cycle, from identification to implementation management and monitoring and evaluation.

C. COUNTRY PROGRAMMING FRAMEWORK AND COUNTRY WORK PLAN

33. The new FAO CP tools (CPF and CWP) are synergetic and integrated. They provide an accountability framework for FAO contributions to: the i) achievement of national development

objectives, including through UNDAF, and ii) FAO's Strategic Framework and Regional Priority Frameworks.

34. **The CPF** is used to define the joint government - FAO medium-term response to the assistance needs of the concerned country in accordance with the CPF principles¹⁵, and in pursuit of national development objectives, MDGs and other Internationally Agreed Development Goals (IADG) within the FAO Strategic Framework and Regional Priority Frameworks. Specifically, it defines the country priority areas and the outcomes to be achieved with the support of FAO over a four to five-year period in support of national agriculture, rural development and food and nutrition security objectives expressed in national development plans (PRSPs, CAADP-COMPACT, NPFS, National Agricultural Development Strategies, etc). It also describes the intended types of interventions/outputs to achieve the outcomes through FAO's core functions, embodying the Organization's mandate and comparative advantages. The most appropriate level of details of the results should reflect the consensus among government, UN Country Team, other partners and FAO.

35. **The CWP** operationalizes in a two-year timeframe the agreed FAO outcomes in the medium-term (within CPF and UNDAF/UN Country Programming Process); it is aligned to the FAO Programme of Work and Budget; and is reviewed in conjunction with the mid-term review of the CPF. It formally captures the contributions of the country office and units at the subregional office, regional office, and headquarters to achieving those outcomes. All work that takes place in a country and is planned by a subregional or regional office, liaison office or headquarters unit must be discussed with, and formally agreed to, by the FAO Representative before it is included in a work plan. The Country Work Plans provide the accountability for the results-based and responsible use of FAO's resources.

36. The new approach requires that CPF and CWP be **adopted for all countries receiving FAO support**, regardless of whether there is an FAO country representation. Exceptions to the preparation of CPF are proposed by the FAO Representative to the ADG/RR, who assesses the reasons for the exception.

D. INTEGRATION OF EMERGENCY OPERATIONS AND DISASTER RISK MANAGEMENT IN FAO'S CP PROCESS

37. The new approach to CP requires that both emergency response, rehabilitation and development activities be integrated into the CP tools, i.e. CPF and CWP.

38. With respect to the emergency operations and rehabilitation activities, the Evaluation of FAO's operational capacity in emergencies stated *"Emergency operations are more predictable ... Almost all of the larger emergency operations [...] continue for periods of more than three years and may extend for a decade or more. Development of the emergency programme [...] requires that the emergency operation be designed as a whole in such a way as to lead naturally into rehabilitation and development"*.

39. The integration of emergency response and disaster risk management into the wider CP process will take place by: i) ensuring that future CPF documents also reflect agreed response/rehabilitation priorities or disaster risk management priorities by ensuring that all country level staff, including emergency staff, where applicable, participate in the CPF process; ii) FAO's response to sudden-onset emergencies will first be reflected in CWPs that can be updated immediately with the more long-term rehabilitation work and the transition from relief to development captured in the CPF.

40. The following describes how the situation and needs of the country can affect the relative focus of the CP process:

- a) **The country needs to respond to an immediate crisis.** FAO's response will focus on food and nutrition security and the restoration of livelihoods. It will provide assessments, contribute to UN Appeals, implement relevant programmes and projects and lead or

¹⁵ Leadership, Ownership, Alignment, Complementarity and synergy, Flexibility, Strategic nature, Mutual commitment and accountability, Adherence to UN programming principles and Flexibility.

support the cluster approach. If a country in which an emergency has occurred does not yet have a CPF in place, a humanitarian plan will be drafted by FAO with the support of the government, unilaterally if the government does not have the necessary resources or capacities to support it, to start addressing prevention, response and transition issues. The CPF may thus take the form of a rehabilitation strategy plan, harmonized with government policies and programmes and focus on “relief and rehabilitation” outcomes. Such a plan should, from the beginning, incorporate a focus on essential medium-term actions needed to protect food security, build resilience and strengthen agricultural production capacity. Where the CPF already exists, such short-term emergency interventions form an integral part of the CWP, and eventually the CPF at the revision of the latter.

- b) **The country wishes to avert disasters and threats** (e.g. natural disaster, plant pest and animal diseases, climate change, forest wild fires, economic shocks and complex emergencies). The focus is on reducing the vulnerability and enhancing the resilience of agricultural systems and livelihoods against threats and emergencies to protect and strengthen the food and nutrition security of farmers, fishers, pastoralists and forest-dwellers. FAO’s Disaster Risk Reduction (DRR) approach supports institutional strengthening and governance for DRR, information and early warning, preparedness for effective response and recovery and adoption of policies, technologies, approaches and practices that increase resilience. The CPF will contain important medium-term DRR outcomes.
- c) **The country wishes to strengthen institutions and/or policies in the medium-term.** As emphasized by the Evaluation of FAO’s activities on capacity development in Africa, the challenge is to transform government - FAO collaboration from “short-term and *ad hoc*” to “more long-term, mutually established results and priorities” that are an integral part of the country’s policies. It emphasized that FAO must engage in long-term Member-led processes to enhance capacity in technical and policy functional areas, in policy formulation and implementation, in implementation of programmes and projects, in knowledge management, and in partnering. It also highlighted that, in addressing these issues the government and FAO should consider necessary actions in the enabling environment (policies), organizations and individuals (human resources development) in an integrated way. Thus, the government will benefit from more sustainable results that respond to its needs. The CPF will contain medium-term *development outcomes*.

E. COUNTRY PROGRAMMING AND RESOURCE MOBILIZATION

41. Resource mobilization at decentralized office level is a key component of the FAO’s corporate Resource Mobilization and Management Strategy (RMMS)¹⁶, which aims at achieving adequate, more predictable and sustainable voluntary contributions that fully support the achievement of FAO’s objectives outlined in the MTP/PWB and Budget, including the underlying (sub)regional and country priorities.

- a) *At the regional and subregional level* resource mobilization efforts are, in partnership with regional organizations, built around regional and subregional priority areas of action and regional results, which, *inter alia*, emanate from the Regional Conference or from direct consultations between the RO and SRO and their regional partner organizations. These priority areas derive from (sub)regional plans including Regional Disaster Risk Reduction/Management Strategies or regional compacts such as those within the framework of the Comprehensive Africa Agriculture Development Programme (CAADP) in the case of Africa.
- b) *At country level*, the resource mobilization and management initiatives are based on the agreed priorities for government – FAO collaboration, identified through CPFs often in the context of the more encompassing UNDAFs. CPFs and CWPs will flexibly

¹⁶ JM 2011.2/4

incorporate FAO's response to Consolidated Appeals Process and/or Humanitarian Strategies. Country-level resource mobilization efforts aim to meet the development and humanitarian priorities of the host government in accordance with FAO's Strategic and Functional Objectives and its comparative advantages.

- c) Roles and responsibilities and guiding principles for resource mobilization are being developed that will aid the coordination and harmonization of the country programming and resource mobilization efforts. In addition, a support network for resource mobilization will be put in place to strengthen internal lines of communication and management.

42. Country programming and resource mobilization are therefore inextricably intertwined. An early dialogue with potential resource partners during the country programming process is essential to foster partnerships around agreed priorities for government-FAO collaboration so that both government and resource partners can make more strategic use of FAO's services. The dialogue will inform an assessment of the resource mobilization potential to ensure that FAO has the capacity to deliver and uses its services strategically.

43. The CPF should therefore provide an estimate of the total resources required for FAO's assistance as its contribution to the achievement of agreed CPF outcomes, as well as a resource mobilization target as the difference between the total resources required and the resources already available. In order to achieve this target, an FAO resource mobilization strategy at the country level (including a communication plan) should be built around the CPF, except when a joint UN resource mobilization strategy already covers agreed CPF outcomes. The CPF's resource mobilization target does not represent a commitment, but serves to facilitate the joint government-FAO resource mobilization efforts and can serve as an input into the UNDAF's joint UN resource mobilization. The resource mobilization target will be included as an Annex to the main CPF document. As noted, the target would not represent a commitment, and would be marked "provisional" in the Annex.

F. FAO AND UN COUNTRY PROGRAMMING

44. Experience indicates that FAO's participation, through policy assistance, assessments and formulation of a CPF is a valued input into the UNDAF process and has contributed to greater attention for productive sectors including agriculture in UNDAF preparation. The CPF priority areas and outcomes, guiding FAO's involvement and synergies with other UN partners, facilitate the definition of UNDAF priorities and results.

45. Specifically, the FAO CP process contributes to the UN common programming process at country level through: i) situation analysis, capacity assessments and related review of national policies undertaken at the request of the government, thereby contributing to UN-led needs assessments and analytical activities (such as Common Country Assessment), with closer focus on agriculture, rural development, food security, and other FAO-mandated areas; ii) alignment between CPF and UNDAF results frameworks; and iii) the identification and development of joint programmes within UNDAF and the UNDAF Action Plan, which are facilitated by the CPF. The contribution of FAO to UNDAF is also made through the "*UNDG Guidance Note on Integrating Food and Nutrition Security into Country Analysis*" that was prepared by FAO, WFP and ILO and submitted to the United Nations Development Group (UNDG) for final approval.

G. BENEFITS FOR - AND ENGAGEMENT OF - MEMBER COUNTRIES.

46. *Increased effectiveness*: with clearly defined medium-term priorities for FAO's interventions based on assessed capacity needs and measurable results, country programmes become more focused on jointly agreed priorities that are more coherent with Members' global and regional policy agenda, thus avoiding the scattering of resource mobilization efforts and *ad hoc* approaches and leading to more sustainable interventions.

47. *Streamlining in-house collaboration and coherence of FAO's activities at the country level*: the formulation of a CPF and CWP is intended to rally all FAO units at all levels (headquarters, regional, subregional and country) to a common set of priorities and results.

48. *Cooperation, partnership and constituency building with development partners, including other UN agencies:* government, UN funding mechanisms including GEF, donors and FAO can agree on how food and agriculture can be supported and how necessary resources can be mobilized.
49. *Results-based use of resources* entrusted to FAO by Members through the application of accountability procedures.
50. *A basis for (sub)regional collaboration* through the linkages between country, subregional and regional priority areas established in the Regional Conference preparatory process.

H. THE NEED FOR MEMBERS' ENGAGEMENT

51. FAO cannot successfully apply the new CP policy and procedures unless these procedures are wholeheartedly supported by recipient countries and countries that contribute to development assistance. Governments need to provide an enabling environment if the mutual commitment between FAO and the country to jointly pursue and mobilize resources for agreed CPF outcomes, is to be realized. This may require devoting some staff time, resources and policy attention to this common endeavour.

VI. Next steps

52. Internal and more detailed "Country Programming Guidelines" will be finalized in 2011 taking into account the guidance provided by the Programme Committee. This will be accompanied by a comprehensive training programme, starting in 2012. By the end of 2012, all countries should have at least a preliminary CPF.

VII. Guidance sought

53. The Programme Committee is invited to:
- a) provide views and comments on the policies and principles guiding the FAO CP Process.
 - b) consider a need for an active engagement of the member countries in the CP process.
 - c) provide views and guidance on the desirability of using the priorities agreed by the government and FAO through the Country Programme Framework process as a means of prioritizing the use of TCP requests.