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**Resource Mobilization**

**A Practical Guide**

**Table of contents**

Introduction……………………………………………………………………………………………………………………3

Resource Mobilization at a glance…………………………………………………………………………………..4

Resource Partners: Who are they?………………………………………………………………………..……..…6

1. Governments: Who are traditional resource partners?.....................................7
2. Who are emerging resource partners?..............................................................8
3. Other countries providing development cooperation…………………………………….9
4. Private Sector and Philantropic Foundations……………………………………………….…9
5. International Financing Institutions (IFIs)………………………………………………….….11
6. UN entities working on forests, farms and climate resilience……………………….12
7. Local banks………………………………………………………………………………………….……….13

Resource Mobilization Plan……………………………………………………………………………………………14

Resource Mobilization: A five steps approach……………………………………………………………….15

1. Identify…………………………………………………………………………………………………………16

Box: Funding sources……………………………………………………………………………………17

Checklist for identifying resource partners…………………………………………………..17

1. Engage………………………………………………………………………………………………………….18

Box: Checklist for engaging with resource partners………………………………………20

1. Negotiate……………………………………………………………………………………………………..20
2. Manage and report……………………………………………………………………………………….22
3. Communicate results…………………………………………………………………………………….24

Box: What makes a successful funding proposal?.............................................25

Box: Five tips to make a good success story…………………………………………………..26

Annex 1 Resource Partners Mapping template……………………………………………………………27

Annex 2 Checklist template to identify resource partners……………………………………………28

Annex 3 List of Private Sector with an MoU signed with FAO………….……………………………29

Annex 4 Template for Resource Mobilization Plan (FFF sample)…………………………………..31

**Introduction**

The “Resource Mobilization – A practical guide” is a tool developed in support of Resource Mobilization activities at country level. The Guide was specifically developed for National Facilitators of the multidonor trust fund project “Forest and Farm Facility (FFF)” in Bolivia, Ecuador, Kenya, Ghana, Madagascar, Nepal, Tanzania, Togo, Vietnam, Zambia as part of FFF’s Resource Mobilization work. Designed as a step by step guide, it aims at orienting National Facilitators in the countries on how best to liaise and engage with resource partners in the countries, under the overall guidance and responsibility of the FAO Representative in each country. FAO Representatives are at the frontline in Resource Mobilization and are ultimately responsible for engaging with resource partners and securing funds. This Guide aims at strengthening Resource Mobilization skills of National Facilitators to enable them to support the FAO Representative in their respective countries in securing adequate and more predictable resources for the FFF from a diverse range of resource partners.

This Resource Mobilization Guide was developed in response to the increasing trend in the development arena that sees resource partners making available more and more funds at country level. Although the majority of decisions about voluntary contributions continue to be taken by resource partners in the capitals, an increasing number of resource partners delegate these decisions to their representations in the countries. For this reason, it is important to implement Resource Mobilization not only at central level in the capitals but also at decentralized level. To do this, Resource Mobilization skills of actors engaging with resource partners, need to be strengthened. This Resource Mobilization Guide aims at this, in addition to offering strategic advice on how best to secure funding for a programme. This Guide is part of FAO’s effort to seek expanded partnerships for mutual benefit, and to accelerate results towards the 2030 Agenda for Sustainable Development.

Although designed specifically for FFF National Facilitators, this guide can represent a useful tool also for other programmes/ projects at FAO as the key steps in implementing Resource Mobilization do not change.

We hope that this Guide will be useful in enhancing Resource Mobilization skills with the overall ambition of securing adequate and more predictable funds for FFF countries.

**Resource Mobilization at a glance**

Resource Mobilization (RM) is a process of identifying key interlocutors among resource partners, who share the same priorities as your programme/organization and taking steps to manage the relationship. RM focuses on forging partnerships built on trust and mutual accountability to attract adequate and more predictable contributions, with the long-term goal of sustainability. To do this, an organization/ programme should identify its resource needs and gap, while outlining a timeframe to achieve its funding targets. RM is largely about ‘making the match’ between the FFF priorities and resource partner’s priorities. Figure 1 below shows the overlap of these priorities, resulting in the area of possible collaboration (common interest).

**Figure 1. Resource Mobilization Window**

Individual’s skills in engaging resource partners can greatly influence success but it’s important to ask yourself the following questions before launching in a fully-fledged Resource Mobilization effort:

THINK ABOUT **KEY QUESTIONS**

|  |  |
| --- | --- |
| **The programme** | What is the comparative advantage of the FFF and how can we best show it? Is there a demand in the country and is it a priority for the government and beneficiaries?  Is FFF offering “good value for money”? How can we clearly demonstrate the solid results of the FFF? |
| **Resource Partners’ interests** | Have resource partners already expressed interest?  With which resource partners does the FFF share the same priorities? Are there thematic or geographic priorities? Did the FAO Representative already engage with them? Who will be your counterpart from the resource partner’s side? |
| **Strong Partnership** | Are Resource Mobilization efforts based on a partnership at country and/or regional level? |
| **Resource Mobilization Plan** | What is your funding target and by when would you like to achieve it? Who will draft a Resource Mobilization Plan? Has the Regional Resource Mobilization focal point already been consulted? Who will deliver on key actions to secure funding at country level, how and in which timeframe? |
| **A coordinated team**  **approach** | With which resource partners has the FAO Representative already liaised? Has the Regional Resource Mobilization Focal Point been consulted and did she/he provide comments? Who are the key resource partners identified by the FAO office in your country and can FFF take advantage of the relations with them? Are the key actors in the FFF and FAO office aware of your RM plan? Have you sought their feedback, agreement and/or support? Who will support the FAO Representative in engaging with resource partners at country level? How will Resource Mobilization targets be tracked and monitored at country level, and further plans adjusted? |

# Resource Partners: Who are they?

The development arena has different types of resource partners, with different types of priorities, regulations and funding cycles. These can be categorized as follows:

1. **Governments** including **traditional** and **emerging resource partners**
2. **Private Sector**, including **philanthropic foundations**
3. **International Financing Institutions**
4. **United Nations**
5. **Local banks**
6. **Academia**

**Private sector**

**Governments**

**IFIs**

**UN entities**

**Local banks**

1. **Governments: Who are traditional resource partners?**

Traditional resource partners are most of the members of the Organization for Economic Cooperation and Development (OECD), having a long history of providing Official Development Assistance (ODA), among others to UN Agencies. The OECD Development Assistance Committee (OECD DAC) is a unique international forum of many of the largest providers of aid, including:

* Australia
* Austria
* Belgium
* Canada
* Denmark
* European Union
* Finland
* France
* Germany
* Greece
* Ireland
* Italy
* Japan
* Korea
* Luxembourg
* The Netherlands
* New Zealand
* Norway
* Portugal
* Slovak Republic
* Slovenia
* Spain
* Sweden
* Switzerland
* United Kingdom
* United States of America

1. **Who are emerging resource partners?**

Emerging donors are countries that have relatively new, or recently revived, aid programmes. Most are new member states of the European Union (EU), many of which were donors themselves during the Cold War, and then received aid as they made the transition to market economies. These countries have since begun putting in place laws and institutions to co-ordinate their own new assistance programs in developing countries. Some – the Czech Republic, Hungary, Poland and the Slovak Republic – are OECD members and participate actively in DAC work. Some others are not OECD members but have applied and are seeking to deepen their engagement with the DAC.

**DAC members**

* Czech Republic
* Iceland
* Hungary
* Poland
* Slovak Republic
* Slovenia

**Non-DAC members**

* BRICS countries (Brazil, Russia, China, India, South Africa)
* Saudi Arabia
* Kuwait
* United Arab Emirates
* Mexico
* Taiwan
* Turkey
* Israel
* Estonia
* Lithuania
* Latvia
* Cyprus
* Thailand
* Liechtenstein
* Romania
* Malta
* Bulgaria
* Croatia
* Kazakhstan
* Timor Leste

1. **Other countries providing development cooperation**

In addition to traditional and emerging resource partners, the development arena offers other resource partners. These include:

* Countries providing **South-South and Triangular Cooperation (SSC)**, which are developing countries, middle income countries and emerging economies, willing to share expertise and financial support with other countries. Many remain recipients of ODA, however with diminishing volumes. The most prominent SSC providers are Brazil, China, India and South Africa, although other countries such as Colombia, Mexico, Egypt, Thailand and Chile can also be included. Their solidarity with partner countries is at the heart of their cooperation.
* Arab donors like Kuwait, Saudi Arabia and the United Arab Emirates have been engaged in development co-operation for decades and appear comfortable with the donor label. Yet, like providers of South-South co-operation, they engage with the OECD and DAC selectively.

1. **Private Sector and Philanthropic Foundations[[1]](#footnote-1)**

In recent decades, the governance of food and agriculture has been increasingly transformed on a global level by new technological, knowledge-based, financial and managerial resources and innovations. The private sector has been instrumental in driving these transformations. The private sector includes enterprises, companies or businesses, regardless of size, ownership and structure. It covers all sectors of the food, agriculture, forestry and fisheries systems from production to consumption, including associated services: financing, investment, insurance, marketing and trade. In order to engage with them, collaboration must be active through a Memorandum of Understanding signed with FAO. A full list of Private Sector entities partnering with FAO is provided in annex 3.

By strengthening partnerships with the Private Sector, FAO aims to:

1. Increase responsible and productive investments in agriculture, enhance efficiency in the supply chain, and make advancements in data and science;
2. Increase entrepreneurship and extension services (particularly technology transfer) at country level, resulting in job creation and strengthened local agribusiness;
3. Improve the management and dissemination of knowledge, including lesson learned, topical information and expertise;
4. Encourage the implementation of sustainable business practices embodied in corporate social responsibility (CSR) programmes.

Private sector entities and foundations may include:

* Rabobank Foundation
* Arcus Foundation
* Bernard van Leer Foundation
* Bill and Melinda Gates Foundation
* C&A Foundation
* Carnegie Corporation of New York
* Charity Programmes Ltd (Comic Relief)
* Children's Investment Fund Foundation
* Conrad N. Hilton Foundation
* David and Lucile Packard Foundation
* Ford Foundation
* Gatsby Charitable Foundation
* Gordon and Betty Moore Foundation
* Grameen Crédit Agricole Foundation
* H&M Foundation
* John D. and Catherine T. MacArthur Foundation
* MasterCard Foundation
* MAVA Foundation
* MetLife Foundation
* Michael and Susan Dell Foundation
* Oak Foundation
* Omidyar Network Fund, Inc.
* United Postcode Lotteries
* Wellcome Trust
* William and Flora Hewlett Foundation

1. **International Financing Institutions (IFIs)**

International Financial Institutions (IFIs) play a major role in the social and economic development programs of nations with developing or transitional economies. Their role includes advising on development projects, funding them and assisting in their implementation. Characterized by AAA-credit ratings and a broad membership of member countries, each of these institutions operates independently. They all, however, share the following goals and objectives:

1. Reduce global poverty and improve people's living conditions and standards;
2. Support sustainable economic, social and institutional development; and
3. Promote regional cooperation and integration.

The main IFIs include the following institutions:

* World Bank
* International Finance Corporation (IFC)
* African Development Bank
* Asian Development Bank
* Interamerican Development Bank
* European Investment Bank
* European Bank for Reconstruction and Development
* Islamic Development Bank
* Arab Fund for Economic and Social Development (AFESD)
* Banco Centroamericano de Integración Económica
* Banque de développement des états de l'Afrique centrale
* Banque ouest-africaine de développement
* Caribbean Development Bank
* Corporación Andina de Fomento
* East African Development Bank
* Eurasian Development Bank

1. **UN entities working on forests, farms and climate resilience**

At COP25 in Madrid in 2019 the heads of a group of UN agencies committed to the common goal of helping countries reduce deforestation and improve forest management. Addressing deforestation requires looking beyond the forest sector to identify the main drivers of deforestation. UN entities focusing their work on forests, farms and climate resilience include (but are not limited to):

* Global Environment Facility (GEF)
* Green Climate Fund (GCF)
* United Nations Development Programme (UNDP)
* United Nations Capital Development Fund (UNCDF)
* International Fund for Agricultural Development (IFAD)
* United Nations Environment Programme (UNEP)
* United Nations Framework on Climate Change (UNFCCC)

1. **Local banks**

Examples include Equity Bank (Kenya) and Zanaco Bank (Zambia) that support FFPOs in financial literacy, on-line banking, upscaling savings and loans structures, etc.

# Resource Mobilization PLAN

Developing a Resource Mobilization Plan is key to structure and guide Resource Mobilization efforts at country/ regional level.

Why is it so important to have an RM Plan?

* + It coordinates the approach to resource partners
  + It sets out clear steps needed to successfully mobilize resources (see the five steps)
  + Defines resource mobilization priorities and establishes a funding target
  + Creates joint ownership and accountability

Your Resource Mobilization Plan will have to take into account also a budget for implementing Resource Mobilization. The budget may include the following:

* **Travel:** Travel to meet resource partners, field visits with resource partners to show the impact of the FFF on the ground, travel to FFF Secretariat and to other cities.
* **Capacity building** on Resource Mobilization for FFF National Facilitators
* **South-South** and **Triangular Cooperation** activities/ exchanges

See Annex 4 for an RM Plan template.

**Resource Mobilization: A Five Steps Approach**

Resource mobilisation takes place in **five steps**.  These are:

**1. IDENTIFY**

**2. ENGAGE**

**3. NEGOTIATE**

**4. MANAGE and REPORT**

**5. COMMUNICATE RESULTS**

It’s important to remember that all five steps of the Resource Mobilization process require guidance by the FAO Representative, who is ultimately responsible for Resource Mobilization in the country. In addition National Facilitators should seek advice by the Regional Resource Mobilization Focal Points on all matters concerning Resource Mobilization.

**1. IDENTIFY**

Identifying resource partners is a continuing process and it requires regular updating of their details. Identifying resource partners includes keeping up to date with their official development strategy, their thematic and geographic priorities and their funding cycle. Several tools are available to help identifying resource partners, for example FAO’s [Aid Monitor](http://aims.fao.org/agricultural-development-assistance-mapping-adam), which helps screen the RM environment and its potential. It provides information on:

* Official Development Assistance (ODA) flows related to agricultural and rural development assistance at global, regional/sub-regional or country level;
* The main resource partners and how much of ODA is provided by OECD DAC countries;
* (Sub) Sectors receiving ODA.

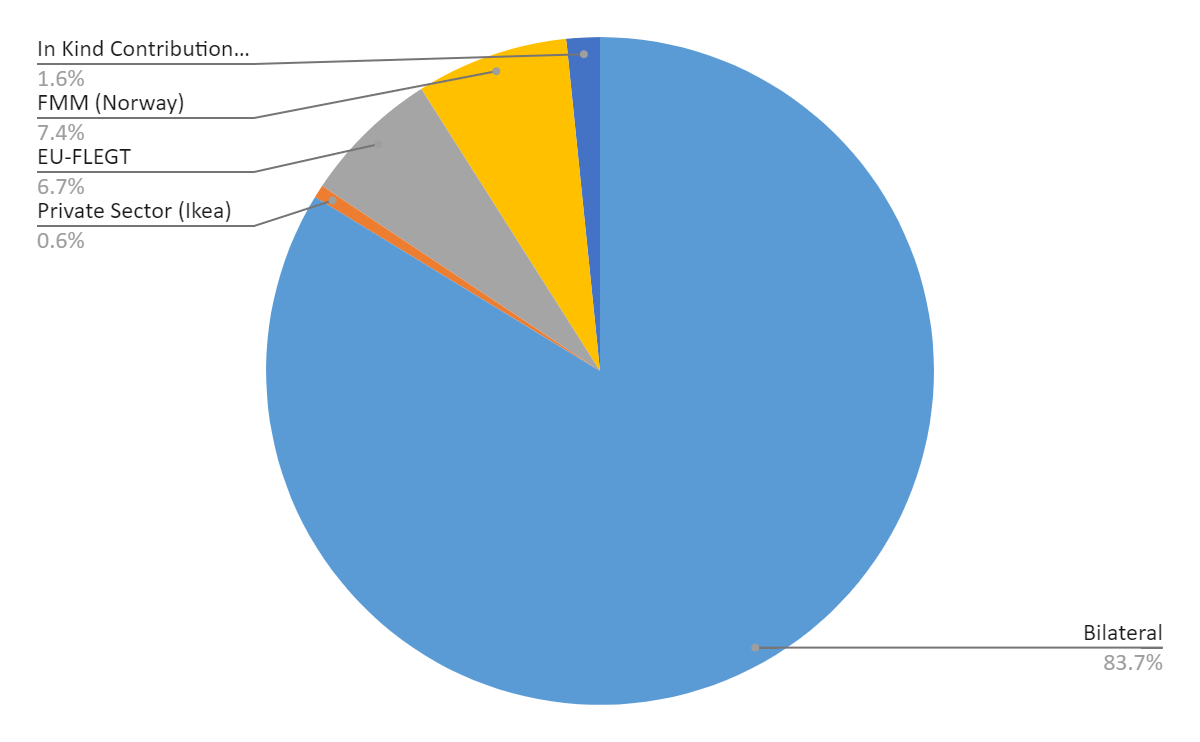
In addition to using this tool, developing a resource partner’s matrix is of key importance. As already done at HQ level by the Forest and Farm Facility (FFF) Secretariat, the matrix is a key tool to help you identify potential resource partners that may be interested in your FFF proposal. The matrix is a mapping of resource partners’ key information such as their development strategy, thematic priorities, priority countries and regions, and any other relevant information that may help you in identifying the right match. Once you have mapped their priorities you will compare them with your programme’s priorities at country or regional level, identifying where there is an overlap of priorities – your common interest or “match”.

Annex 1 provides you with the template of a successful resource partners’ mapping.

Research on potential resource partners should include web searches, subscribing to e-mail circulars, continuous reading on the subject, joining or reaching out to networks or groups, for example local resource partner forums or coordination groups, and informal meetings.

# Funding sources

Over the years the development and aid environment has changed considerably. Traditional ‘aid resource partners are no longer the only major source of funding. New actors, such as the Private Sector, Philanthropic Foundations, International Finance Institutions, Pooled Funding mechanisms, Global Environment Facility (GEF) and others are increasingly funding UN programmes. Figure 3 below provides an overview of current contributions provided to the FFF[[2]](#footnote-2):



|  |  |
| --- | --- |
| Bilateral (Finland, Germany (GIZ), the Netherlands, United States, Sweden) | USD 17,036,348 |
| Private Sector (IKEA) | USD 128,475 |
| EU-FLEGT | USD 1,355,550 |
| Norway, channelled through FMM | USD 1,500,000 |
| In kind contributions (Associate Professional Officer funded by Germany) | USD 328,983 |

# Checklist for identifying resource partners

* 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 is the resource partners’ overall development strategy? How does environment, collective action, agriculture and food security fit in?
* Did the resource partner provide any funding recently to the country/ region in the project’s sector? If so, in which sectors and how much?
* Does the country or region benefit from loans, credits/grants from IFIs or regional banks?
* What is the funding cycle of the resource partner and by when applications under calls for proposals need to be submitted?
* What are the procedures for submitting project proposals?
* Is there a focal point in your country or region?
* Is the resource partner an acceptable source?[[3]](#footnote-3)

Annex 2 provides the template for an RM checklist.

**2. ENGAGE**

The second step, engaging with resource partners, is a key step in mobilizing resources successfully. It involves seizing every opportunity to build strong relationships and favourably influencing decision-makers regarding the programme or project for which resources are sought. Engaging with resource partners requires establishing and maintaining of open and regular dialogue to build mutual trust and respect.

The following bullets offer some valuable tips!

Make sure your engagement with resource partners 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 catchy -** Develop aconcept note to provide a short overview of your programme or project. The concept note should be maximum 2 pages and it should be able to catch the interest of the resource partner in your project. In the concept note, you should demonstrate clearly how the priorities of the programme align with the priorities of the resource partner.

**Appealing –** To transmit an appealing message to the resource partner,developing an attractivebrochure or factsheet is very helpful. The brochure/ factsheet should highlight what the reasons are for implementing the programme, which are the challenges for the population, country/ countries and/ or region, and which is the solution to the challenge brought by the programme. The document should highlight the activities planned and focus on the beneficiaries and the potential impact of the programme.

**Personal** – Find out the name of the focal point of the resource partners in your own country or region. Reach out to them by initially drafting individual emails highlighting your programme goals and potential impact and suggesting a telephone/ Skype call or a face-to-face meeting to discuss this in more detail. If your initial outreach has not resulted positively, i.e. if you don’t receive any reply from the representative of the resource partner in the two weeks following the initial outreach, follow-up.

**Up to date** – Develop or update your website to provide visibility to the programme

**Synchronized** – Ensure your request is timely and follows the funding cycle of the resource partner.

**Demonstrates record of accomplishment** – Use recent achievements to show your programme’s track-record.

**Keep in touch** – Following initial contact, maintain regular contact over time with resource partners to ensure they have a good understanding and knowledge of the programme’s comparative advantage. This applies only to resource partners that have showed an initial interest in your programme.

**Remember to use every opportunity to mobilize resources** – All team members should seek out opportunities to meet, engage and present the programme to potential resource partners!

Engaging partners is a continuous process and its building blocks are **trust** and **mutual accountability.** Trust is built over time through a **transparent** and **regular communication**.

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. In addition to technical skills, strong communication and negotiation skills are essential to “market” the programme to resource partners.

# Checklist for engaging with resource partners

* Is the concept note developed?
* Are Communication products developed and readily available?
* Are interactions with resource partners (calls, face-to-face meetings, virtual meetings, regular emails) arranged and followed through?
* Are individual contacts fostered?

**3. NEGOTIATE**

Negotiation is perhaps the most complex step in the mobilization of resources. The negotiation phase entails finalizing/rounding up the terms of your partnership, i.e. procedures, rules and regulations governing the use of resources. The negotiation phase allows to openly discuss options during formulation of a partnership. Extensive technical knowledge, effective interpersonal skills and patience are key. During this phase it is important ‘to read’ a situation and create a positive atmosphere, using persuasion without manipulating others. Often a partnership will have a set of standard conditions to be met, including rules, procedures and requirements for using the resources. Some of these may be open to negotiation and where possible your objective should be to keep the partnership and the resulting agreement as flexible as possible. This will allow for greater adaptability when changes during implementation of the action occur. The negotiation phase concludes with the signature of the funding agreement. Ensuring media coverage during the signature of a funding agreement is also important in order to provide visibility to both your programme and to the resource partner. It is of utmost importance that the office is in close contact with the Resource Mobilization and Private Sector Partnerships (PSR) division and receives expert advice from it on finalizing the agreement to ensure that the agreement is in line with FAO’s legal framework.

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

Funding agreements can be:

* Umbrella
* Multilateral Partner Trust Fund (MUL)
* Flexible Multipartner Mechanism (FMM)
* United Nations Joint Programmes (UNJP)
* Unilateral Trust Fund (UTF)
* Technical Cooperation Programme (TCP)

Contributions to FAO are received either through 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. For this reason, 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. Pooled resources via FAO’s Flexible Multipartner Mechanism (FMM) or a Multidonor Trust Fund approach are therefore strongly promoted whenever possible.

Before reaching a signed agreement, PSR will check that the resource partner’s conditions of agreement comply with FAO’s rules and regulations. It will be responsible for double checking the following elements:

* Legal
* Procurement
* Financials and Audit, including payment schedules, budget and reporting
* Recruitment
* Project costs – FAO’s Project Servicing Costs (PSC)
* Evaluation

Once you have negotiated partnership conditions and informed the Resource Mobilization and PSR division, PSR will draft the funding agreement and will obtain any necessary clearances before proceeding with finalization and signature. Some clearances may be internal within your organization or may require higher-level approval by a government department or official. How and from whom you must obtain your clearance will be specific to your country. FAO Representatives generally engage and negotiate agreements with resource partners, reaching a consensus with them at decentralized level providing that all technical, operational, and financial clearances are obtained; PSR is closely consulted; and, the authority to sign the agreement has been received from the Deputy Director-General, Beth Bechdol.

**4. MANAGE and REPORT**

Managing and reporting is crucial to maintaining good relations with a resource partner and forms the bedrock also for future funding opportunities. This step involves acknowledging the resource partner’s contribution, managing, monitoring and reporting on the use of resources through funding agreements. It is essential that the programme or project be well managed and effectively delivered, and that results be reported in a timely manner and in alignment with the results-based framework, FAO’s requirements and reporting format.

Providing visibility to participating resource partners and acknowledging their contributions by 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 the Office of Communications (OCC), and as per the funding agreement;
* Inviting partner representatives to attend programme or project events and/or to visit project sites.

Crucial in acknowledging a resource partner’s contribution is providing them with regular feedback on progress of the work, including financial and progress reports as per funding agreement. This may require reporting in pre-established intervals or providing the partner with mid-term and end-of term evaluations of the programme or project.

Progress reports are produced by the FFF and are officially submitted to resource partners by PSR. Financial reports are produced by the FFF and officially submitted to resource partners by the Finance Office, following a request from the FFF.

**5. COMMUNICATE RESULTS**

The last step in the resource mobilization process, communicating the results of a programme, is essential when engaging with resource partners. The preparation of a communication plan and quality communication materials is of paramount importance. They convey a set of key messages about your programme for target audiences, providing an entry point for further engaging partners and focusing future discussion. Communication for RM includes clearly communicating your programme’s impact, comparative advantages and possibly future funding needs. Communication materials also ensure that partners are given appropriate visibility, advocate for greater investment in agriculture, and strengthen partnerships with advocacy groups that can contribute to the achievement of member countries’ goals. The aim is to secure broad support for your programme’s work throughout the government and from the aid community. There are different tools available to communicate the impact of your programme, including brochures, flyers, posters, press releases, special events, speeches, videos, websites and social media. Media coverage ensures visibility of the results to decision-makers as well as of broader issues, such as sustainable development, climate change, food and nutrition insecurity and rural poverty. Illustrating the difference that your programme makes in people’s lives is essential in order to keep your resource partners well informed and to attract other possible resource partners.

# What makes a successful funding proposal?

## **Read carefully the resource partner’s call for proposal**

## **Check eligibility criteria**

## **Research the resource partner’s development strategy and priorities**

You can do this by reviewing your resource partners mapping and any updates in the resource partner’s strategy that are available online

## **Identify areas of overlap between the call for proposal and your programme, making the “match”**

Your donor mapping is a key tool also for this exercise. Remember that the overlap should be done at two levels: i) Overlap in terms of thematic priority of the call for proposal, ii) Overlap in terms of geographic priorities of the call for proposal

## **Be clear of the value addition of your programme**

Ask yourself: “Why should the resource partner choose our programme rather than others? What makes ours a unique programme?”

## **Transmit clearly your “match” both with the resource partner and with the call for proposal and your value addition**

## **Be succinct**

## **Respect the word limit**

## **Respect the deadline for submitting the proposal**

# five tips to make a good success story

**1. What difference did the partnership make?** Demonstrate the impact of the programme on the beneficiaries. Impact must be real, quantifiable and compelling. Highlight the issue, the solution, the activities implemented, and the impact achieved on the beneficiaries.

**2. Put a human face on it**

Show how your programme improved lives, livelihoods, the environment, or other aspects of the beneficiaries’ worlds.

**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 resource partnership do and how did it do it?**

Highlight what were the actions taken and the challenges faced. Explain 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.

**Annex 1**

Resource Partners Mapping Template

**COUNTRY**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Resource Partner** | **Development Strategy** | **Funding provided to FFF** | **Thematic priorities** | **Geographic priorities** | **Areas of convergence with FFF** | **RM activities** | **Focal point in resource partner** | **Latest funding news** |
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**Annex 2**

Checklist to identify Resource Partners

**RESOURCE PARTNER**

|  |  |  |  |
| --- | --- | --- | --- |
| **PRIORITIES** | **YES** | **NO** | **Background** |
| 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? |  |  | Please provide an explanation, justification or background |
| What is the resource partners’ overall development strategy? Is it within the country or region? How does agriculture and food security fit in? |  |  | Please provide an explanation, justification or background |
| Did the resource partner provide any funding recently to the country/ region in the programme’s sector? If so, in which sectors and how much? |  |  | Please provide an explanation, justification or background |
| Does the country or region benefit from loans, credits/grants from IFIs or regional banks and in what lending category do these belong? |  |  | Please provide an explanation, justification or background |
| Are there any preconditions requested by the resource partner before financing? |  |  | Please provide an explanation, justification or background |
| What is the funding cycle of the resource partner and by when can call for proposals be submitted? |  |  | Please provide an explanation, justification or background |
| What are the procedures for submitting project proposals? |  |  | Please provide an explanation, justification or background |
| Is there a focal point of the resource partner in the country or region, and if so, who? |  |  | Please provide details |

**Annex 3**

List of Private Sector having a Memorandum of Understanding signed with FAO

|  |  |  |
| --- | --- | --- |
|  | **Type of Partnership** | **Name of Partner** |
| 1 | Private Sector | Grameen Foundation USA |
| 2 | Private Sector | Eataly |
| 3 | Private Sector | Magazine “A Lavoura” of the Sociedad Nacional de Agricultura de Brasil |
| 4 | Private Sector | Rádio e Televisão de Portugal |
| 5 | Private Sector | International Federation of Agricultural Journalists |
| 6 | Private Sector | Kuehne Foundation |
| 7 | Private Sector | Auralight |
| 8 | Private Sector | World Union of Wholesale Markets (WUWM) |
| 9 | Private Sector | Autogrill |
| 10 | Private Sector | La Stampa |
| 11 | Private Sector | Mastercard |
| 12 | Private Sector | Boulder Institute of Microfinance |
| 13 | Private Sector | Google |
| 14 | Private Sector | The Rockefeller Foundation |
| 15 | Private Sector | Emirates News Agency (WAM) |
| 16 | Private Sector | Mars, Incorporated |
| 17 | Private Sector | TASS Russian News Agency |
| 18 | Private Sector | Xinhua News Agency |
| 19 | Private Sector | Expo 2015 S.p.A. |
| 20 | Private Sector | International Association of Agriculture Production Insurers (AIAG) |
| 21 | Private Sector | Austrian Hail Insurance Company (HAGEL) |
| 22 | Private Sector | Real Academia de Gastronomía |
| 23 | Private Sector | International Academy for Gastronomy |
| 24 | Foundations | New Venture Fund |
| 25 | Private Sector | TE-FOOD |
| 26 | Private Sector | Messe Düsseldorf GmbH |
| 27 | Private Sector | Rabobank Foundation |
| 28 | Private Sector | Spanish Exporters and Investors Club |
| 29 | Private Sector | AGRIDEA, acting on behalf of the Global Forum for Rural Advisory Services (GFRAS) |
| 30 | Private Sector | National Geographic Society |
| 31 | Private Sector | IKEA of Sweden AB |
| 32 | Private Sector | CEMA |
| 33 | Private Sector | El País |
| 34 | Private Sector | Grupo TRAGSA |
| 35 | Private Sector | Bill & Melinda Gates Foundation |
| 36 | Private Sector | Companía Espanola de Financión Del Desarrollo, Cofides S.A. |
| 37 | Private Sector | Thomson Reuters Foundation |
| 38 | Private Sector | La Asociación Española de Mayoristas, Importadores, Transformadores y Exportadores de Productos de la Pesca y Acuicultura (CONXEMAR) |
| 39 | Private Sector | Khalifa International Award's Board of Trustees |
| 40 | Private Sector | Fertitecnica Colfiorito Srl |
| 41 | Private Sector | International Fertilizer Association (IFA) |
| 42 | Private Sector | CNH Industrial Italia SpA |
| 43 | Private Sector | Fundaçao Banco do Brasil (FBB) |
| 44 | Private Sector | Unilever |
| 45 | Private Sector | Nuffield International Farming Scholars |
| 46 | Private Sector | ENI |
| 47 | Private Sector | Telefonica |
| 48 | Private Sector | Nibulon Ltd. |
| 49 | Private Sector | International Poultry Council (IPC) |
| 50 | Private Sector | Pasona Group Inc. |
| 51 | Private Sector | Guangfa Securities |
| 52 | Private Sector | Federación Latinoamericana de Mercados de Abastecimiento (FLAMA) |
| 53 | Foundations | Philippines Disaster Resilience Foundation (PDRF) |
| 54 | Private Sector | Itaipu Binacional |
| 55 | Foundations | The China Agricultural Science and Education Foundation (CASEF) |
| 56 | Foundations | Foundation for Food Education and Sustainability (Fondazione FICO) |
| 57 | Private Sector | Phosagro |

**Annex 4** Template for Resource Mobilization Plan (FFF sample)

**Resource Mobilization Plan**

TABLE OF CONTENTS……………………………………………………………………………………………………………………

1.0 BACKGROUND AND INTRODUCTION ……………………………………………………………………………………..

1.1 Setting the context………………………………………………………………....................................................

1.2 Forest and Farm Facility (FFF) in (your country): Achievements of Phase I …………………………….

1.3 Climate Resilient Landscapes and Improved Livelihoods (Phase II) ………………………………………..

1.4 Current global funding environment………………………………………………………………………………………

2.0 OBJECTIVES OF THE RESOURCE MOBILIZATION STRATEGY…………………………………………………….

2.1 Overall goal and specific objectives………………………………………………………………………….…………….

2.2 Funding target and modalities……………………………………………………………………………………………….

2.3 How will achieving RM strategic objectives help secure new funding………………………………….…

3.0 Existing and potential partnerships……………………………………………………………………………………….

3.0.1 Governments …………………………………………………………………………………………………………………….

3.0.2 Private Sector and ……………………………………………………………………………………………………………..

3.0.3 Philanthropic Foundations………………………………………………………………………………………………….

4.0 Resource Mobilization activities…………………………………………………………………………………………….

5.0 Resource Partners Mapping

Annex Budget and Workplan……………………………………………………………………………………………………….

1. OECD Development Co-operation Profiles 2019 [↑](#footnote-ref-1)
2. Funding as at 25 June 2020 [↑](#footnote-ref-2)
3. Acceptable source meaning falling in one of resource partners categories stated above [↑](#footnote-ref-3)