

**Chair's Aide Mémoire - Fourth meeting of CoC-IEE Working Group I**  
**Tuesday 19 February 2008**  
Vic Heard, Chair

**Discussion of strategies** (continued from previous meeting)

1) **Investment:** Members agreed on the importance of investment for agricultural development and that FAO had a role in supporting this. Views varied on how effective FAO had been in the past and whether FAO's role had been too closely aligned with and been a direct support to the International Financing Institutions (IFIs). This notwithstanding, there was full recognition of FAO's role as a technical cooperation provider and partner to governments in investment work and agreement that FAO's role now needed to be in direct support of countries. Success in this did require partnership with the IFIs but also for FAO to preserve its independence in the relationships. The principles proposed by management in design of a strategy were thus moving in the right direction. Points made by members for the strategy included:

- an inter-disciplinary approach addressing the upstream issues and policies which provided the framework for investment including PRSps;
- recognition of regional and national differences in investment needs and the potentials for partnering with IFIs and other donors;
- restructuring of the Investment Centre staffing in line with changing needs and exploration of modalities for more integrated staffing with FAO technical units of FAO.

2) **Emergencies and rehabilitation** (see Annex II): There was general agreement amongst Members that this was a priority area of work of the Organization in overcoming hunger and poverty and it was agreed that FAO's strategy for this should be considered at regular intervals by the Governing Bodies. The elements for design of the strategy presented by management were welcomed. It was stressed that timeliness and efficiency in delivery were essential areas to address and this included examination of all aspects of FAO's operational capacity and modalities. Opportunities for partnership, including with WFP were important. Ensuring the continuum from preparedness for emergencies through to development following emergencies was emphasised. Additional elements considered in the discussion included:

- improving country office capacity with respect to emergencies
- coordination with WFP in Rome and in the field
- synergy between technical departments and the Emergency and Rehabilitation Division (TCE) in undertaking specific emergencies of a technical nature
- lack of predictability of Extra Budgetary funds
- the extent to which FAO had a comparative strength in addressing small isolated emergencies; and
- the integration of gender into emergency activities

**Advocacy and communication** (see Annex 3): Members agreed on the need for a strategy but requested management to provide greater clarity on the objectives of that strategy. Points raised for the strategy included the importance of:

- establishing a) target audience and b) how it will serve end users of information that FAO provides (in this context it was noted that most FAO information is not intended directly for farmers but should be taken up by partner institutions, many of them at national level);
- Carefully considering the medium of communication
- The importance of targeting messages to the general public in order to influence decision makers (it was also recognised that fund raising from the General Public and business would need to be addressed in WG III in the context of communication;
- Communication should be a vital element of partnership of Rome based Organizations and a number of members did not accept that the three Organizations should have divergent basic messages or communication strategies.

## **Annexes – Management Presentations**

### **Annex I Investment**

#### Key possible objectives of strategies:

- Assist member countries to prepare investment strategies and operations to implement development policies
- Better integrate FAO's support to investment operations with upstream policy work and FAO's technical knowledge
- Build capacity at country level for investment for agriculture and rural development

#### Key features and challenges:

##### *Coherent Country Focus*

- Integrate policy and programming tools
- Support to identifying, preparing, supervising and evaluations investment operations
- Build capacity
- Support to Paris declaration at country level

##### *FAO Integrated Cycle*

#### Establish support to investment as a cross-departmental activity:

- better integrate policy and investment work
- make technical knowledge of FAO available for investment
- tie FAO investment work closer with key thematic priorities of FAO

##### *Country/FAO/IFI partnership*

- Country level: work with country planning and policy units, stakeholders, providers of financial resources and FAO
- Global level: focus on country needs but prioritize based on FAO's comparative advantage
- Incorporate proposed approach and strategy in collaboration with IFI's

### **Annex II Emergencies and rehabilitation**

#### Scope and Context:

- 39 countries experiencing food emergencies, 200 million people affected by disasters in 2007
- FAO supports early warning, assessments, coordination, replacing lost assets, crop and livestock protection, infrastructure repairs

- \$600 million in operations and 1500 staff – mostly nationals – field offices supported by TCE and all departments
- Close partnerships with UN and NGOs
- Operations are funded from extra-budgetary contributions but crucial to success is FAO's technical capacity

#### Strategy Development Process:

- Internal and external consultative process
- Led by Core Group validated by Stakeholder Reference Group
- Expected outputs:
  - Strategy outline by end of February
  - Main elements by April
  - Draft strategy by July

#### Vision:

In 2018, FAO will play central role in reducing vulnerability of poor people to food crises by promoting in FAO and at country-level joined-up response from prevention and preparedness to assessment, planning and response so that rural livelihoods are protected and “build back better”.

#### Mission:

##### *What we do:*

Protecting food and livelihood security of those who depend on farming, herding and fishing for self-reliance and well being

##### *Why we do it:*

Protecting self-reliance reduces need for relief and harmful coping such as selling assets and forced migration

Entry point for “building back better”, not restoring pre-crisis precariousness

#### Possible revised strategic objective:

Prepare for and respond effectively and sustainably to the needs of food insecure people in emergency and early recovery contexts

#### Seven trends to anticipate:

1. Conflict and post conflict recovery needs remain significant
2. Disasters increasing
3. Pest and disease outbreaks rising
4. Less food aid, rise of cash transfers
5. More diversified and pooled funding
6. More competitors but more partnership expected
7. Governments expect to be in the driving seat

#### Key challenges:

- Information for action is key – many systems and tools but greater coherence and coverage needed
- Strengthen partnerships with WFP, other UN, NGOs
- More decentralized approach
- In high risk countries, work with government and build capacity in risk analysis, early warning, contingency planning, preparedness, coordination of response
- Reinforce pest and disease management
- Conducive procedures

- Improve monitoring and impact assessment

### **Annex III Advocacy and Communication**

FAO's vision – The five pillars:

- Technical publishing
- Public information
- Corporate communication
- Advocacy
- Internal communication