



Food and Agriculture Organization  
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## STRENGTHENING RESOURCE MOBILIZATION STRATEGIES TO ERADICATE HUNGER AND MALNUTRITION, AND TO FOSTER SUSTAINABLE RURAL DEVELOPMENT AND CLIMATE-RESILIENT AGRICULTURE

January 2022

SDGs:



Countries:

Latin America and the Caribbean

Project Code:

TCP/RLA/3718

FAO Contribution:

USD 443 000

Duration:

10 July 2019 – 30 November 2021

Contact Info:

FAO Regional Office for Latin America and the Caribbean

FAO-RLC@fao.org

## Implementing Partners

National ministries with responsibilities in the project's areas of interest, such as the Ministry of Agriculture, Social Development, Technical Planning Secretariat and the Ministry of Finance.

## Beneficiaries

Rural populations living in poverty, public and private sectors.

## Country Programming Framework (CPF) Outputs

### Strategic Objectives

SO1: Help eliminate hunger, food insecurity and malnutrition.

SO2: Make agriculture, forestry and fisheries more productive and sustainable.

SO3: Reduce rural poverty.

SO4: Enable inclusive and efficient agricultural and food systems.

SO5: Increase the resilience of livelihoods to threats and crises.

### Regional Initiatives

RI1: Support for application to the Joint SDG Fund for the 2030 Agenda across the region and to the Regional Public Goods Fund in Argentina, Colombia, Mexico and Peru.

RI2: Support for the unit in seeking funding opportunities, particularly in the analysis with the United States Agency for International Development (USAID), and linkage for a potential strategic partnership with Access to Global Online Research in Agriculture (AGORA).

RI3: Support in finalizing a proposal to the Green Climate Fund (GCF) in Ecuador.

RI3: Support in formulating and monitoring GCF and Global Environment Facility (GEF) projects in Haiti.

### Priority Areas

Recommendations of the 35th session of the FAO Regional Conference:

- Item 14. LARC35 Report.
- Item 22, i and v. LARC35 Report.
- Item 23, vii. LARC35 Report.

### Outcomes

Governments, along with strategic partners and the private sector, have additional resources available to finance projects to eradicate hunger and malnutrition, and foster sustainable rural development and climate-resilient agriculture.

## BACKGROUND

For more than 25 years, official development assistance (ODA) has been distributed on the basis of a classification of countries by income. Developed by the World Bank, this establishes a graduation system which places countries in high, upper-middle, lower-middle and low income categories. While this methodology certainly provides highly useful information and data for macro-economic analysis, it provides an average figure and therefore fails to highlight inequalities within the countries.

The Latin American and Caribbean region faithfully reflects this situation, as it has yet to efficiently address the challenges of halting malnutrition, strengthening rural agriculture and building resilience to climate change.

Despite the region's growth in recent years, with most countries in the high and upper-middle income brackets, the idea that they can take control of their own development, through domestic financing, fails to take into account the inequalities that can be generated in terms of domestic wealth distribution, climate vulnerability or social and political instability.

It is also possible to identify pockets of absolute poverty within each country, which still require technical and financial expertise and, hence, continue to require international cooperation.

A greater contribution is expected from the private sector through financial instruments that attract investment in line with the Sustainable Development Goals (SDGs). Currently, countries and stakeholders in the region have insufficient knowledge of private financing mechanisms and public-private partnerships for project development, thereby hampering access to new resources.

The project aimed to develop conceptual frameworks on resource mobilization trends and opportunities for Latin American and Caribbean countries, while striking a structural balance between the different thematic areas in which FAO provides technical assistance and support. The aim was to assist countries in identifying sources of financing that would enable them to achieve the SDGs, and to bring the corresponding strategic partners closer to the region and actively seek new private financing mechanisms.

At the national level, the objective was to increase the resources available to execute technical collaboration projects, through close interaction between governments, cooperation agencies and the private sector.

The desired outcome was to provide the region with a strategy for mobilizing resources to combat hunger and poverty among rural populations that are also vulnerable to climate change. For this purpose, regional coordination is needed to support the project, which will help identify experiences and lessons learned that can be replicated or adapted in other countries at a later stage.



## IMPACT

A reduction in hunger among the rural population living in poverty and vulnerable to climate change.

## ACHIEVEMENT OF RESULTS

An active search was performed periodically using web sites with expertise on the subject, which made it possible to classify sources that were previously unknown. This paved the way for the creation of a database on the development cooperation market in FAO's areas of expertise.

A procedure was established for requesting resources for this project, by creating a form to collect all information on the applicant, the required output, budget or expected outcomes, among other items. This methodology afforded transparency and made it possible to prioritize the use of resources to achieve the project objectives successfully.

Despite the COVID-19 crisis, the planned objectives were achieved, and activities and strategies were developed that enabled the countries to access tools and guidance for mobilizing resources, apply for funds and evaluate project experiences.

Strategic partners were identified to support the formulation, follow-up and finalization of specific proposals in the countries, in addition to providing support to the various regional initiatives in the search for opportunities. By means of knowledge dissemination workshops, strategic partner profiles, information sheets and market intelligence, the country offices and units obtained systemized and organized information to enhance knowledge of funding sources and improve access to them.

## IMPLEMENTATION OF WORK PLAN AND BUDGET

The activities were executed in a timely manner. This involved the hiring of experts, consultants, letters of agreement with non-profit organization Sistema B or Fulfilment by Amazon (FBA) shipments, among other elements.

Despite the difficulties caused by COVID-19, the project was able to continue its activities, with only minor alterations to the initial design.

The creation of complementary activities provided an opportunity to forge partnerships and mobilize resources and investments.

The entirety of the project was executed within the planned budget. The project received justified budget increases, which were executed correctly and on time. Funds assigned to activities that were not undertaken because of COVID-19 were used to finance substitute activities, in accordance with the requirements.

## FOLLOW-UP FOR GOVERNMENT ATTENTION

It is recommended that an active search for opportunities continue, along with the periodic updating of previously identified opportunities; and that institutional knowledge be systemized and generated, in order to exploit the lessons learned in recent years with a variety of resource partners.

It is also expected that the forging of partnerships in pursuit of investment opportunities will lead to a new cycle in which priority areas for investment to achieve the SDGs will be brought forward and unveiled.

The database should be updated regularly in order to help countries plan their resource mobilization efforts.

Policies will be a matter for the countries to decide; with some continuing to be closely supported by FAO.

The project seeks to provide Latin American and Caribbean countries with ongoing support and tools to enable each of them to access financing sources more quickly and with greater clarity. By systemizing activities, creating mechanisms and providing useful documents, the country delegations can access new opportunities and request assistance, backstopped by continuing follow-up.

As a result of the activities undertaken in the project, new projects were generated by the FAO Representations, and these will provide continuity to the actions underway. The institutions involved are expected to strengthen resource allocation and improve services.

## SUSTAINABILITY

### 1. Capacity development

Capacity-building and the strengthening of inter-agency coordination mechanisms through closer interaction with public and private resource partners, together with greater awareness of the countries' priority issues, ensure the continuity and sustainability of actions without requiring additional resources from the countries.

### 2. Gender equality

Gender was mainstreamed in all project components at the design stage, pursuant to the commitments assumed by the Organization. The project promoted capacity-building for both men and women.

### 3. Environmental sustainability

In line with FAO's regional priorities and objectives, the project successfully pursued and achieved sustainable rural development in a manner that was respectful of the environment and local surroundings, in addition to developing and promoting climate-resilient agriculture.

#### 4. Human Rights-based Approach (including Right to Food and Decent Work)

The project helped to create development opportunities, decent jobs, support for rural communities with the greatest needs, poverty reduction and human dignity. An example of this was the support provided to women and indigenous peoples. It also motivated countries to increase and/or provide better opportunities in terms of nutrition, drinking water and access to food.

#### 5. Technological sustainability .

The technological solutions implemented during the project, as part of the self-study course “Introduction to Investment and Financing for Development”, have been taken on board and adapted by all users.

The project helped to create support and knowledge material that was distributed to the different country offices. One example was the creation of the Partner Resource Mobilization and South-South Cooperation (SSC) App – a tool that allows for monthly information updates.

#### 6. Economic sustainability

The technical assistance provided by the project affords sustainability to the actions undertaken, by responding to the prioritized demands for support to governments, in conjunction with strategic partners and the private sector. This aims to make more resources available to finance projects to eradicate hunger and malnutrition, and to foster sustainable rural development and climate-resilient agriculture.



### DOCUMENTS AND OUTREACH PRODUCTS

- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Proposal for IDRC.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *PIF L’Oreal fund for women.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *L’Oreal for the future proposal.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Document on lessons learned. United Nations Joint SDG Fund; United Nations COVID-19 Response & Recovery Fund (COVID-19 MPTF); NAMA Facility; IKI (International Climate Initiative).*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *RLC Resource Mobilization Strategy, 2020–2021 Biennium.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Documents containing market intelligence on partner resources for regional initiatives, SLC, SLS (South America).*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Diagnostic assessment and analysis of coordination and strategic communication processes in relation to the European Union, the Spanish Agency for International Development Cooperation Madrid (AECID), ABC and IFAD.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Analysis and mapping of sources of financing and investment under the Hand in Hand Initiative in Honduras, Guatemala, El Salvador and Nicaragua.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Investment and Financing for Development – course contents.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Final Report on Gender Assessment of the Adaptation Fund Barbados Project.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Concept note: “Beyond remittances: Dominican diaspora investment in sustainable development” for the Dominican Republic’s application to the UN Joint SDG Fund.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Republic of Haiti – Dominican Republic binational programme to strengthen agricultural health services.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Advisory services to prepare an action plan for the resource mobilization strategy in FAO’s Representation in the Dominican Republic.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Resource mobilization strategy for strengthening gender mainstreaming in national agricultural policies in Peru.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Regional action to strengthen the prevention and control of Fusarium wilt among musaceae plants, tropical race 4, in member countries of the Andean Community (CAN) (Resource mobilization for the Fusarium TR4 emergency).*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *Green Climate Fund approves project titled “Climate change: the new evolutionary challenge for the Galapagos Islands”.*
- ❑ **FAO, Resource Mobilization Unit Technical Team.** *FAO-Haiti to hire a consultant to provide technical support in GEF and GCF projects.*



## ACHIEVEMENT OF RESULTS - LOGICAL FRAMEWORK

Expected Impact	The project reduces hunger among the rural population living in poverty and vulnerable to climate change		
Outcome	Governments, together with strategic partners and the private sector, have additional resources available to finance projects to eradicate hunger and malnutrition, and to foster sustainable rural development and climate-resilient agriculture		
	Indicator	<ul style="list-style-type: none"><li>- Number of countries and value of approved project proposals.</li><li>- Number and value of loans obtained from innovative sources.</li></ul>	
	Baseline	<ul style="list-style-type: none"><li>- 0</li><li>- 0</li></ul>	
	End Target	<ul style="list-style-type: none"><li>- 8</li><li>- 6</li></ul>	
	Comments and follow-up actions to be taken	The project made it possible to identify new opportunities. Despite the difficulties caused by COVID-19, the project was able to continue its activities, modifying only minor aspects of the initial design. Thus, new complementary activities emerged during project execution, displaying virtuous synergies and opportunities for the forging of partnerships and mobilization of resources and investments. The next steps for follow-up and continuity of the outcomes achieved will involve continuing an active search for opportunities, as well as the periodic updating of those already identified. In addition, it will be necessary to systemize and generate institutional knowledge to exploit the lessons learned in recent years with a range of resource partners. It is also expected that the forging of partnerships to seek investment opportunities will lead to a new cycle in which priority areas for investment to achieve the SDGs will be brought forward and unveiled.	
Output 1	Financing proposals developed by the countries and submitted to potential funders		
	Indicators	Target	Achieved
	Number and value of funding sources identified.	30	Yes
Baseline	5		
Comments	An active and periodic search was carried out, using web sites with expertise on the subject to classify previously unknown sources. In addition, sources that were identified following in-depth research on the development cooperation market in FAO's areas of expertise were also studied. As a result, the achievement exceeded the final target. The corresponding database should be updated regularly to help countries plan their resource mobilization efforts.		
Activity 1.1	Establishment of review committee and methodology		
	Achieved	Yes.	
	Comments	A procedure was put in place for applications for funding for this project. For this purpose, a form was created to record the applicant's data, the title of the project or use of resources, expected outputs and outcomes, the direct recipient of the resources, budget, details, and work plan. Once the application was received, it was reviewed by the project coordination team and approved by the project coordinator. This methodology fostered transparency and made it possible to prioritize the use of resources to achieve the objectives.	

Activity 1.2	Preparation of documents on financing proposals	
	Achieved	Yes.
	Comments	<p>Project resources were allocated to prepare the following documents for the development of funding proposals:</p> <ul style="list-style-type: none"> <li>- Dominican Republic: Preparation of the resource mobilization road map, and preparation of the binational agricultural health proposal.</li> <li>- Barbados: Assistance to the government in applying to the adaptation fund.</li> <li>- RI1/Cluster 5: Support for application to the United Nations Joint SDG Fund throughout the region and the Regional Public Goods Fund in Argentina, Colombia, Mexico and Peru.</li> <li>- RI2/Gender Unit: Support for the unit in seeking funding opportunities, particularly in the analysis with USAID and linkage for a potential strategic partnership with AGORA 2030.</li> <li>- RI3/Cluster 14: Support for finalization of the GCF proposal in Ecuador.</li> <li>- RI3/Cluster 14: Support for formulation and monitoring of GCF and GEF projects in Haiti.</li> <li>- RI3-Fusarium TR4: Support for the design of a project to mobilize resources for the Fusarium TR4 emergency in Andean Community (CAN) countries (Bolivia, Colombia, Ecuador and Peru).</li> <li>- Follow-up of applications, coordination of calls for applications, and identification and monitoring of new funding opportunities. More than 60 calls for applications were followed up, and 38 potential funds were identified and shared with the Representations and technical units for their evaluation of the application. Information and lessons learned were systemized to develop a mechanism for managing knowledge on resource partners, and thus improve the management of applications, understanding of calls for proposals and lessons learned.</li> <li>- Document on strategic partner profiles, containing the profiles of 27 cooperation agencies, 16 information sheets on other stakeholders, and market intelligence, with more than 12 documents containing specific information on funds and institutions.</li> </ul>
Activity 1.3	Knowledge dissemination workshops	
	Achieved	Yes.
	Comments	<ul style="list-style-type: none"> <li>- Support to the webinar on investment in the soil carbon market in Costa Rica together with RI3. The aim is to generate investment opportunities in the Costa Rican market for private capital from Spain. This is being carried out jointly between RI3, the Subregional Office for Mesoamerica (SLM) and headquarters.</li> <li>- Dissemination of 34 web events on resource mobilization, the private sector and investment, distributed through the resource mobilization bulletin.</li> <li>- Workshops to systemize lessons learned from applications for funds from the Inter-American Development Bank (IDB), Regional Public Goods, Joint SDG Fund for the 2030 Agenda, COVID-19 Fund, Multi-Partner Trust Fund, ECHO HIP (European Union), International Climate Initiative, Multi-Partner Trust Fund to Combat Antimicrobial Resistance (AMR-MPTF), Korea International Cooperation Agency (KOICA), and Nationally Appropriate Mitigation Actions (NAMAs); also addressing relationships and coordination with the European Union, the International Fund for Agricultural Development (IFAD), and the Spanish Agency for International Development Cooperation (AECID).</li> </ul>

Output 2	National governments are aware of innovations in private investment and financing sources		
	Indicators	Target	Achieved
	Report on innovations in investment and financing sources presented.	1	Yes
Baseline	0		
Comments	In the framework of the Hand-in Hand Initiative, a comprehensive study of the impact investment market was carried out in El Salvador, Guatemala and Honduras. The corresponding report was received as a valuable contribution by the FAO representatives in each of these countries, since it provides guidance and practical contacts for targeting territorial investment opportunities. The course titled “Introduction to Investment and Financing for Development” was prepared. Follow-up and support for the completion of this self-study course is expected in 2022; and a new course may also be considered to address certain concepts in greater depth. The content of this course is the result of in-depth analysis and research in fields that are relatively new to FAO and traditional investment.		
Activity 2.1	Production of research and analysis material		
	Achieved	Yes.	
	Comments	<ul style="list-style-type: none"><li>- Technical assistance was provided for the requirements and analyses requested by the Assistant Director General for Communication and Information (ADG), the regional programme leader, the leaders of the regional and cluster initiatives, and the field programme in the analysis of information on resource mobilization and investments. This latter item had to be developed in full as it did not exist previously. A definition describing investments was prepared, and a methodology for information-gathering and systemization was subsequently established.</li><li>- In response to this, the resource mobilization, partnership and SSC app was created and developed, which made it possible to update the information on a monthly basis.</li><li>- A consultancy was also undertaken with the RI2/HHI Initiative to analyse and map sources of financing and investment in El Salvador, Guatemala, Honduras and Nicaragua.</li><li>- Development of the investment work plan, in which support was provided to the innovation initiatives work plan, as well as monitoring of consulting services provided by the partnership unit and RI1 on responsible banking in the domain of healthy eating.</li><li>- An analytical document on project approval time was produced, along with a document reporting the time individual projects took to secure approval, with a country and partner breakdown.</li><li>- Leverage and spin-off of projects mobilized in the countries, including only those mobilized during the biennium, and not those that were already underway, in order to have the same baseline for future monitoring.</li></ul>	
Activity 2.2	Training workshops		
	Achieved	Yes.	
	Comments	<ul style="list-style-type: none"><li>- The actions were modified due to the circumstances generated by the pandemic. As a result, the self-study course “Introduction to Investment and Financing for Development” was created.</li><li>- FAO Chile: The initial link was made to formulate a natural resource investment round in conjunction with Sistema B Chile, to which this project contributed resources for its organization. At the time of writing, more than 1 500 people had registered in 28 countries across the region.</li><li>- Participation in the Global Impact Investment Meeting on FAO positioning and networking in the region’s impact investment ecosystem. This has made it possible to forge partnerships to support countries in mobilizing private investments to achieve the SDGs. It is suggested that these links be further strengthened to become virtuous capital mobilization initiatives with FAO support and mediation.</li></ul>	



Output 3	Government capacity to identify and liaise with donors strengthened		
	Indicators	Target	Achieved
	Number of workshops with donors and strategic partners.	5	Partially
Baseline	0		
Comments	Owing to the pandemic, these previously designed workshops were not held, however other activities were carried out instead.		
Activity 3.1	Awareness-raising workshops		
	Achieved	Partially	
	Comments	<ul style="list-style-type: none"><li>- Given the Fusarium TR4 emergency, technical and methodological assistance is provided for the response process in CAN countries. This involved preparing and holding consultations with the parties involved (including the private sector). Hereafter, based on the inputs obtained from the consultation, the project document was prepared (in FAO format), including the budget, identification of potential donors and roadmap.</li><li>- The self-study course “Introduction to Investment and Financing for Development” also contributes to this output, since it is open and free of charge to anyone interested in the subject, particularly government officials.</li></ul>	
Activity 3.2	Preparation of technical and communicational material		
	Achieved	Yes.	
	Comments	<ul style="list-style-type: none"><li>- Creation of the region’s resource mobilization strategy.</li><li>- Creation of the resource mobilization strategy for gender mainstreaming in national agrarian policies in Peru.</li><li>- Socio-economic, social and environmental study of the Villa Poppy community in the Dominican Republic.</li><li>- Development of an action plan for the resource mobilization strategy in the Dominican Republic.</li><li>- Support in reviewing the formulation of the resource mobilization strategy for El Salvador and Trinidad and Tobago, and delivery of inputs for Guatemala.</li><li>- Bimonthly report on resource mobilization, including progress made in achieving each Representation’s targets, giving details of the different stages of progress, and the distribution of resources by partner, among other items. In 2020, a new element was brought into the report by incorporating a detailed record of the resources mobilized for FAO, as well as the total resources leveraged by these projects. The report also monitors the catalytic effect in terms of direct and complementary benefit to countries, and the undertakings that have not yet been entered into the information system for field programme management (known as pre-progress). Investments involving a significant FAO contribution in the countries were also incorporated, including the work of the investment centre with its technical assistance to international financial institutions – mainly the World Bank, IDB, IFAD and the Central American Bank for Economic Integration. This has made it possible to identify and advance the entry of ongoing projects, thereby contributing to the field programme’s function of providing technical support to the Representations.</li></ul>	



**Partnerships and Outreach**

For more information, please contact: [Reporting@fao.org](mailto:Reporting@fao.org)

**Food and Agriculture Organization of the United Nations**

Viale delle Terme di Caracalla

00153 Rome, Italy