



Food and Agriculture  
Organization of the  
United Nations

## FAO Africa 13th Regional Management Team Meeting (RMT13)

13-15 February, 2024

### Concept Note

**Theme** - Turning strategy into action: experience sharing, lessons learned and insights for resilient agrifood systems and inclusive rural transformation in Africa

#### Background

The FAO Regional Office for Africa (RAF) Regional Management Team (RMT) Meeting is organized annually and brings together RAF core leadership and senior management, including Sub-regional Coordinators, FAO Representatives, Programme Managers, and regional technical and operational staff including those from the Resilience Hubs and the Emergency Centre for Transboundary Animal Diseases (ECTAD). Senior leadership and selected staff from FAO headquarters are also invited to participate.

The 13<sup>th</sup> RMT meeting (RMT13), to be held 13-15 February 2024, is organized in challenging times when African countries are dealing with the consequences from overlapping shocks, including the COVID-19 pandemic and the war in Ukraine that disrupted agrifood and trading systems severely. The slowdown in the global economy continues to have negative impacts on economic and social activities on the continent. Rising food and energy prices compromise household food security and nutrition, particularly for poor households who spend a higher share of their income on food and have weak capacity to cope with price increases. These factors have also contributed to severe fiscal constraints and debt pressures in African economies, where public debt was estimated at 71 percent of Gross Domestic Product (GDP) in 2021, a 30 percent increase in GDP since 2013.

Currently, the Africa region is bearing the heaviest burden from multiple shocks that aggravate the food insecurity and nutrition situation which, in turn, risks wiping out the modest gains made towards achieving the Sustainable Development Goals (SDGs), the Malabo Declaration and Agenda 2063. Increased volatility to overlapping shocks, geo-political instability, loss of assets by agricultural households and rural communities, rising food and energy prices are worsening the economic and food security situation in Africa with many households shifting to consumption of low-quality food that is aggravating the burden of nutrition for millions of poor people. Conflicts and political instability such as the situation in the Sahel and Central Africa, climate change and weather extremes together with depleting natural resources continue to drive food insecurity in the region. These drivers of rising food insecurity give urgency to actions for addressing resilience, within the context of an enhanced human-peace building nexus given

the weight of the extreme variability and limited capacity of countries and households to mitigate these shocks.

Within FAO, at the start of his second term, the FAO Director-General articulated a clear vision for supporting agrifood systems transformation and how a newly restructured and dynamic FAO can support Members in achieving the 2030 Agenda for Sustainable Development. During the biennium, there has been focused attention on implementing the FAO Strategic Framework 2022–31, with its overarching Four Betters – better production, better nutrition, a better environment, and a better life for all, leaving no one behind. The strategic direction has provided a guiding framework and implementation mechanisms to help focus, set clear priorities, sharpen dialogue, and facilitate advocacy with governments and partners. Anchored within the FAO Strategic Framework is implementation of thematic strategies, such as Science and Innovation, Climate Change, Private Sector Engagement, Biodiversity as well as the conceptual framework for integrated land and water resources management ; corporate initiatives such as the Hand-in-Hand Initiative, Digital Villages Initiative, One Country One Priority Product and Green Cities initiative as well as regional programmes and projects.

Alongside implementation of the FAO Strategic Framework, thematic strategies, corporate initiatives and programmatic interventions, there have been several reviews and lessons learned from implementing the FAO Strategic Framework that have informed adjustments to work planning processes in the review of the Medium Term Plan, MTP 2022-25, Programme of Work and Budget (PWB), and results framework. At the regional level, the 12<sup>th</sup> RMT in 2022 and the Multi Disciplinary Team (MDT) meetings in all RAF sub-regions focused on sharing experiences and lessons learned from implementing the FAO Strategic Framework, thematic strategies, corporate initiatives, and programmes with a view to identify concrete actions to inform adjustments in the work planning process, including identified areas of programmatic emphasis and de-emphasis.

RMT13 is also taking place at a time when the Africa region is preparing for the 33rd Session of the FAO Regional Conference for Africa (ARC) to be held in Morocco in April 2024. The FAO programming cycle commences with the ARC in the first year of the biennium with a view to further strengthening FAO's programmatic response in 2024-25. RMT 13 therefore provides a unique opportunity to reflect and provide forward-looking insights into FAO's response to trends and developments shaping agrifood systems, programmatic emphasis to address changing demands and give attention to high-priority areas of work to develop action-oriented solutions for the 2024-25 biennium. It also provides a regional platform for discussion and experience sharing on insights and lessons learned from implementing the FAO Strategic Framework, thematic strategies, corporate initiatives and programmes during the biennium.

In this context, RMT13 will focus on FAO Africa's strategic directions, concrete steps, practical means and processes that the Africa region has put in place to support the implementation of the FAO Strategic Framework 2022-31, thematic priorities, corporate initiatives and programmatic areas of work as well as what more has to be done to strengthen delivery and impact at the country and regional levels. The agenda will encompass strategic, programmatic, operational and delivery issues, including internal control, field programme implementation, and country office transformation that can help deliver FAO's programmes, projects, and initiatives efficiently, with concrete and tangible results and visible impact at the country, sub-regional and regional levels. The insights and lessons from RMT13 will also provide an opportunity to reflect on how FAO Africa has responded to the shift in regional priorities and recommendations emerging from the 32nd Regional Conference for Africa (ARC32). They will also underpin the development of action

plans to ensure that FAO's regional priorities and work in the region respond effectively and efficiently to emerging trends and developments that are driving agrifood systems in Africa.

## **A. Theme of the RMT meeting**

Building on RMT12 that focused on the theme: ***Advancing implementation of the FAO Strategic Framework for delivering concrete, impactful and visible results on the Four Betters in Africa***, RMT13 will focus on the theme: ***Turning strategy into action: experience sharing, lessons learned and insights for resilient agrifood systems and inclusive rural transformation in Africa***.

This theme explores key strategic and programmatic highlights, including the implementation mechanisms under the FAO Strategic Framework 2022-31. FAO Africa is implementing its four Regional Priorities with associated 15 Programme Areas of Work that are aligned to the Four Betters and associated Programme Priority Areas and respective targets of the Sustainable Development Goals (SDGs).

The RMT13 theme also reflects on key recommendations from ARC32, including the emphasis to support inclusiveness especially with respect to women, youth, and other vulnerable populations in the implementation of the Regional Priorities. Going forward the RMT theme is consistent with the ARC33 theme: ***Resilient Agrifood Systems and Inclusive Rural Transformation in Africa***. In this regard RMT13 will reflect on FAO corporate review and lessons learned from implementing the Strategic Framework and adjustments to the work planning process drawing from the implementation experiences and lessons. At the regional level, the insights from RMT12, MDTs in the four sub-regions will inform the discussions, experience sharing, and actions areas and priorities related to strengthening resilience of agrifood systems and promoting inclusive rural transformation.

The 2021 UN Food Systems Summit (UNFSS), which aimed to assess progress towards the SDGs, outlined national strategies for sustainable transformations in agrifood systems. These strategies, referred to as National Pathways, identify concrete actions required to accelerate a sustainable and inclusive agrifood systems transformation to achieve the SDGs and contribute to better and more viable outcomes for people and the planet, leaving no one behind. FAO Africa, working with colleagues from HQ, supported country efforts at the Stocktaking Moment (UNFSS+2), including providing strategic and coordinated support to national governments in formulating and implementing their National Pathways for agrifood systems transformation.

High quality investment is key to unlocking resilient agrifood systems and inclusive rural transformation in Africa that help countries achieve the SDGs. Yet, overlapping global shocks and limited domestic fiscal space is widening the financing gap. An estimated additional investment capital of US\$ 1.6 trillion or US\$ 194 billion annually is required to achieve the SDGs. Innovative financing models, involving public, private and development finance is critical to address the sustainable financing gap to fully explore the opportunities and assets that could attract high quality investments to boost resilient agrifood systems and inclusive rural transformation.

Since the last RMT, FAO Africa consistently communicated on its activities, outputs, and outcomes with key audiences. RMT13 serves as a platform to share the communications highlights and lessons learned, and to discuss and seek endorsement of the strategic communications approach for 2024.

## **B. RMT meeting objectives and scope**

Building from the action plan developed at RMT12, recommendations from ARC32 and MDT meetings held in the four sub-regions in Africa and the first global working conference of FAO Representatives, RMT13 will engage FAO Africa staff and HQ colleagues to reflect on the key experiences from implementation of the FAO Strategic Framework 2022-31, corporate initiatives and programmatic work, including the application of the implementation mechanism (the how) for supporting resilient agrifood systems and inclusive rural transformation in the Africa region. The meeting will also engage with partners from selected multilateral development financial institutions to better understand their instruments for financing and technical assistance in agrifood systems and explore opportunities for deeper collaboration.

The RMT aims to:

- Share experiences and insights from implementing FAO Strategic Framework, corporate initiatives, programmatic work and operations support that enable delivery of work programmes at country, sub-regional and regional levels
- Identify priority actions to enable FAO Africa become more agile, effective and efficient in the delivery of FAO strategic Framework, strategies, corporate initiatives, programmes and operations support
- Identify better ways of working as OneFAO

The discussions are expected to build on the experience sharing and knowledge to identify actionable strategic guidance, find agile ways of working in key areas such as strategy, resource mobilization, partnerships, operations, and human resources. The meeting will also explore actionable solutions to enhance the effectiveness and efficiency in the delivery of strategies, programmes and operations support at the regional, sub-regional and country office levels to accelerate resilient agrifood systems and inclusive rural transformation.

The RMT meeting will be organized around four broad issues:

- Grounding implementation of the FAO Strategic Framework 2022-31, corporate initiatives, and programmatic work, focusing on how well the implementation mechanisms and other modalities are working to efficiently deliver tangible, impactful and visible results in the Africa region. In this regard, the RMT will aim to enhance understanding and awareness of Programme Priority Areas, (PPAs), accelerators, cross-cutting themes, and the regional programme areas of work as well as the existing linkages between work at HQ and in the Africa region. A key part of the conversation is focusing on the critical areas for action in monitoring, evaluation and learning to strengthen accountability and learning in FAO Africa's results framework.
- During the current biennium there has been significant progress in rolling out the corporate initiatives listed earlier. Some of these initiatives or their components have produced excellent results and are ready to go to scale, providing the groundwork for strengthening the linkages between knowledge and investments. The RMT will engage FAO Africa staff to share experiences and draw insights from implementation of key corporate initiatives with a view to highlight key achievements and learn from what works, does not work and why. With such insights in mind,

opportunities will be further explored for scaling up these initiatives for maximum impact at the country and regional levels.

- The RMT will explore UN collaboration and the challenge for mobilizing investment financing at this critical time when the investment gap for financing agrifood systems transformation is widening and most African economies are facing severe fiscal and debt pressures. It will provide an open space for dialogue on sustainable financing initiatives in agrifood systems focusing on the growing portfolio of vertical funds, such as the Global Environment Fund (GEF) and Green Climate Fund (GCF). The discussion on financing in agrifood systems will also involve engagement with selected multilateral development finance institutions, (DFI) who will share their experiences of financing and technical assistance in agrifood systems, including innovative financing instruments that can enhance the quality of investment and identify. These discussions will explore opportunities for enhanced DFI collaboration with FAO and what else needs to be done to ensure that financing for agrifood systems are transforming lives and livelihoods.
- The delivery of FAO's strategies, initiatives, programmes and projects have to be underpinned by systems and functions to operationalize them efficiently. Thus, RMT13 will reflect on support functions, such as Human Resources and Communications as well as internal control mechanisms to support, improve and ensure timely and compliant delivery of RAF's programme of work at regional, sub-regional and country office level.

### **C. Expected participants**

- RAF Management (ADG, DRR, RPL, SRCs and RAF Senior Technical officers), Programme Managers, Programme Manager Alternates and Unit Heads
- FAORs and Assistant FAORs in the Africa region
- Resilience Hub and ECTAD coordinators
- Technical and operations staff in the Africa region
- HQ Senior Leadership, selected Directors/Heads of Offices and relevant technical staff

### **D. Expected outcomes**

- Enhanced understanding and awareness of FAO Strategic Framework, its implementation mechanisms and linkages between work at HQ and in the Africa region;
- Good practices and lessons for design, implementation and scaling up of corporate initiatives at country and regional level;
- Priority actions in strategy, resource mobilization, partnerships, operations support and human resources to enable FAO Africa become more agile, effective and efficient in the delivery of FAO strategic Framework, corporate initiatives, programmes and operations support;
- Priority actions to enable ways to work together as OneFAO.

**E. Methodology of the meeting**

- Facilitated interactive discussions;
- Hybrid with in-person and virtual participation;
- Parallel breakout sessions for discussions and reporting back in plenary

**FAO Africa 13th Regional Management Team (RMT) Meeting**

Accra – Ghana, 13-15 February 2024

***Theme: Turning strategy into action: experience sharing, lessons learned and insights for resilient agrifood systems and inclusive rural transformation in Africa.***

**A G E N D A**

<b>DAY 1 - Tuesday 13 February</b>		
<b>Strategic session</b>		
<b>Opening Session 1:</b>		
<b>Chair:</b> David Phiri, Special Adviser to the ADG/RR, RAF		
8.00 - 9.00	Registration	
9.00 - 9.05	Welcome	David Phiri, Special Adviser to the ADG/RR, RAF
9.05 - 9.15	Opening remarks	Maria Helena Semedo, DDG
9.15- 9.20	Goodwill message	H.E. Josefa Sacko, Commissioner, Agriculture, Rural Development, Blue Economy, and Sustainable Environment, African Union
9.20- 9.40	Keynote address	Abebe Haile-Gabriel, ADG/RR RAF
9.40- 9.45	Meeting Objectives	Ade Freeman, RPL, RAF
9.45- 10.05	Introduction and Overview of the Day's Agenda	Sarah Nehrling, Facilitator
10.05-10.20	<i>GROUP PHOTO &amp; COFFEE BREAK</i>	
<b>Session 2: Implementation of FAO Strategic Framework 2022-31</b>		
<b>Chair:</b> David Phiri Special Adviser to the ADG/RR, RAF		
10.20-10.35	Reflections on the implementation experience of FAO Strategic Framework 2022-31	Beth Crawford, ADG and Director, OSP
10.35- 11.00	<u>Session 2.1</u> : Sub-Regional and Country experiences	<b>Moderator:</b> Ade Freeman, RPL, RAF  <b>Panelists:</b> <ul style="list-style-type: none"> <li>▪ Patrice Talla, SRC, SFS</li> <li>▪ Farayi Zimudzi, SRC (ai), SFE</li> <li>▪ Athman Mravili, SRC, SFC</li> <li>▪ Robert Guej, SRC, SFW</li> </ul>
11.00- 11.45	<u>Session 2.2</u> : PPA and RAF reflections on FAO Strategic Framework implementation	<b>Moderator:</b> Ade Freeman, RPL, RAF  <b>Panelists:</b>

		<p><b>PPA Leads</b></p> <ul style="list-style-type: none"> <li>▪ Hafiz Muminjanov, Technical Advisor, NSP</li> <li>▪ Patrizia Fracassi, Senior Nutrition and Food System Officer, ESN</li> <li>▪ Kaveh Zahedi, Director, OCB</li> <li>▪ Clara Park, Senior Gender Officer (ESP)</li> </ul> <p><b>Regional PPA focal points</b></p> <ul style="list-style-type: none"> <li>▪ Orlando Sosa, Agricultural Officer, SFE</li> <li>▪ Mphumuzi Sukati, Senior Food and Nutrition Officer, RAF</li> <li>▪ Edward Kilawe, Senior Forestry Officer, RAF</li> <li>▪ Bintia StephenTchicaya, Senior Policy Officer, SFW</li> </ul>
11.45- 12.10	Q&A : <i>Panels 2.1 and 2.2</i>	
12.10-13.10	<i>Breakouts</i> : Priority actions for enhancing implementation of FAO Strategic Framework	
13.10- 14.20	<i>LUNCH BREAK</i>	
14.20- 14.50	Group report-outs	
<p><b>Session 3: Accelerating transformation of agrifood systems in the Africa region: experience sharing on corporate initiatives</b></p> <p><b>Chair:</b> Farayi Zimudzi, Sub Regional Coordinator (ai), SFE</p>		
14.50- 15.35	<u><i>Session 3.1: The Hand in Hand (HiH) Initiative</i></u>	<p><b>Moderator:</b> Anthony Bennett, Senior Programme Officer/ HiH Senior Coordinator, Office of the Chief Economist</p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>▪ Athman, Mravili, SRC-SFC, FAOR Cameroon and Gabon</li> <li>▪ Nyabenyi Tito Tipo, FAOR Tanzania</li> <li>▪ Djibril Drame, Agribusiness Officer, SFW</li> <li>▪ Patrice Talla, SRC-SFS, FAOR, Zimbabwe</li> </ul>
15.35- 16.20	<u><i>Session 3.2: One Country One Priority Product (OCOP)</i></u>	<p><b>Moderator:</b> Yurdi Yasmi, Deputy Director, NSP Division</p> <p><b>Panelists:</b></p>



		<ul style="list-style-type: none"> <li>▪ Paulo Dias, Project Manager, Malawi</li> <li>▪ Benjamin Adjei, AFAOR, Ghana</li> <li>▪ Luis Muhigirwa, Deputy FAOR, Lesotho</li> <li>▪ Jateno Workicho, AFAOR(Programme) Ethiopia</li> <li>▪ Yannick Rasoarimanana, FAOR, Congo</li> </ul>
16.20- 16.40	Q&A on <i>Corporate Initiatives</i>	
16.40 - 17.00	Wrap up, Close of Day 1	Facilitator
17.00- 17.20	<i>COFFEE BREAK</i>	
19.00- 21.00	<i>Welcome Cocktail @ Movenpick poolside</i>	
<b>DAY 2 - Wednesday 14 February</b>		
8.45- 9.10	Welcome, Summary of Day 1	Facilitator
9.10- 9.50	<u><b>Session 3.3: Digital Village Initiatives (DVI)</b></u>	<p><b>Moderator:</b> Ken Lohento, Digital Agriculture Specialist, RAF</p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>▪ William Hamisi, AFAOR (Programme), Kenya</li> <li>▪ Constance Pepukai, AFAOR (Programme), Zimbabwe</li> <li>▪ Octavius Quarbo, AFAOR (Programme), Liberia</li> </ul>
9.50- 10.10	Q&A on <i>Corporate Initiatives</i>	
<b>Session 4- Programmatic and Results-Sharing Experiences</b> <b>Chair:</b> Athman Mravili, Sub Regional Coordinator, SFC		
10.10- 10.55	<u><b>Session 4.1: Growing the portfolio of vertical funds (GCF, GEF): Best practices and tips for FAORs</b></u>	<p><b>Moderator:</b> Mansour Ndiaye, FAOR Mali</p> <p><b>Panel A</b></p> <ul style="list-style-type: none"> <li>▪ Nadine Valat, Senior Natural Resources Officer, OCB</li> <li>▪ Jeffrey Griffin, Senior Coordinator, OCB</li> <li>▪ Rudi Van Aken, Senior Programme Officer, PSS</li> </ul> <p><b>Panel B</b></p> <ul style="list-style-type: none"> <li>▪ Isaiah Angue Obama, FAOR Benin</li> <li>▪ Suze Filippini, FAOR Zambia</li> <li>▪ Carla Mucavi, FAOR Kenya</li> </ul>
10.55- 11.10	Q&A : <i>Session 4.1</i>	
11.10- 11.30	<i>COFFEE BREAK</i>	

11.30- 12.00	<b><u>Session 4.2: Partner experience sharing on agrifood systems financing and collaboration opportunities</u></b>	<b>Moderator:</b> Ade Freeman, RPL RAF  <b>Panelists:</b> <ul style="list-style-type: none"> <li>▪ Manohisoa Boulier, Digital Finance Country Specialist, United Nations Capital Development Fund (UNCDF)</li> <li>▪ Chakib Jenane, Regional Director for Sustainable Development, Africa West and Central, World Bank</li> </ul>
12.00- 12.15	Q&A - <i>Session 4.2</i>	
<b>Session 5: Optimizing Field Programme Implementation</b> <b>Chair:</b> Robert Guei, Sub Regional Coordinator, SFW		
12.15- 13.00	<b><u>Session 5.1: Optimizing Field Programme Implementation: New developments in programme &amp; project cycle</u></b>	<b>Moderator:</b> Ntwali Muderhwa, Ntwali, Programme Officer, FAOR Network <b>Presenters:</b> <ul style="list-style-type: none"> <li>▪ Minà Dowlatchahi, <i>Director, PSS</i></li> <li>▪ Kwami Dzifanu Nyarko Badohu, Senior Field Programme Officer</li> </ul> <b>Panelists:</b> <ul style="list-style-type: none"> <li>▪ Moshibudi Rampedi, FAOR Gambia</li> <li>▪ Nyabenyi Tipo, FAOR Tanzania</li> <li>▪ Antonio Querido, FAOR Uganda</li> <li>▪ Aristide Ongone Obame, FAOR DR Congo</li> </ul>
13.00- 14.15	<i>LUNCH BREAK</i>	
14.15- 15.00	Table Discussions and Report-Backs	
15.00- 15.30	<b><u>Session 5.2: Priorities for strengthening Monitoring, Evaluation and Learning systems in the Africa region</u></b>	<b>Moderator:</b> Rampedi Moshibudi, FAOR Gambia <b>Presenters:</b> <ul style="list-style-type: none"> <li>▪ Irina Curca, M&amp;E Officer, RAF</li> <li>▪ Sara Holst, Evaluation Officer, RAF</li> </ul> <b>Panelists:</b> <ul style="list-style-type: none"> <li>▪ Cyril Ferrand, Resilience Hub Coordinator, SFE</li> <li>▪ Caludia Pereira, AFAOR (Programme) Mozambique</li> <li>▪ Alme Dongmo, Evaluation Specialist, RAF</li> <li>▪ Miriti Kaari, M&amp;E Officer, Kenya</li> </ul>
15.30- 15.45	Q&A <i>Session 5.2</i>	

15.45- 16.05	<i>COFFEE BREAK</i>	
16.00- 16.20	Wellness: Personal health is a cornerstone for successful programme delivery	<b>Moderator:</b> Evangelista Muchineuta, Administrative Assistant, SFS  <b>Presenter:</b> Mary AnaneMensah, Admin Associate, RAF
16.20- 16.35	Communicating on the 4 Betters  <i>Zoie Jones, Communication Officer</i>	Zoie Jones, Communication Officer, RAF
16.35- 16.50	Q&A on <i>Communication</i>	
16.50- 17.00	Wrap up, Close of Day 2	Facilitator
<b>DAY 3 – Thursday 15 February</b>		
8.45 – 9.10	Welcome, Summary of Day 2	Facilitator
<b>Session 6: Configuring Support Services in the Africa region that are agile and fit for purpose</b> <b>Chair:</b> Patrice Talla, Sub Regional Coordinator, SFS		
9.10 – 9.25	Synthesis of the key issues and recommendations from the MDTs and Global FAOR meeting	
9.25 – 10.00	<b><u>Session 6.1: Issues related to internal control and compliance, External Audit</u></b>	<b>Moderator:</b> Andrew Sentumbwe, Finance Officer, RAF  <b>Panelists:</b> <ul style="list-style-type: none"> <li>▪ Solomona, Amule, AFAOR (Administration)</li> <li>▪ Leira Mwesiga, AFAOR (Administration)</li> <li>▪ Maiga Attaher, Senior Programme Officer and FAOR a.i</li> <li>▪ Babagana, FAOR</li> </ul>
10.00- 10.10	Q&A <i>Session 6.1</i>	
10:10 – 10:30	<i>COFFEE BREAK</i>	
10.30- 11.00	<b><u>Session 6.2: Sharing solutions, best practices, and developments related to procurement /logistics processes</u></b>	<b>Moderator:</b> Thierry EBO, Procurement Officer, RAF  <b>Panelists:</b> <ul style="list-style-type: none"> <li>▪ Rand Raharijaona, AFAOR (Administration) Madagascar</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Wahilo Diguera, AFAOR (Administration) Chad</li> <li>▪ Koffy Dominique Kouacou, FAOR a.i. Nigeria</li> <li>▪ Luc Genot, FAOR a.i. Niger</li> </ul>
11.00- 11.15	<i>Session 6.2</i> : Short presentation of some ongoing procurement initiatives, followed by Q&A	Anne Fabiani, Deputy Chief CSLP
11.15 – 12.00	<b><i>Session 6.3: How do we foster People-Centered and responsive HR systems: Navigating Challenges and Field Impact</i></b>	<b>Moderator:</b> Charles Boliko, FAOR, Madagascar <b>Presenter:</b> Mr. John Lackey
12.00- 13.15	<i>Breakouts:</i> Actions to enable support services to become more agile, effective and efficient	
13.15- 14.30	<b>LUNCH BREAK</b>	
14.30- 15.00	Group report-outs	
15.00- 15.40	A Chat with Director, Office of Resilience (OER)	<b>Moderator:</b> Abebe HaileGabriel, ADG/Regional Representative RAF  Rein Andre Paulsen, Director, OER
15.40- 16.00	Perspectives from Office of Evaluation (OED)	Clemencia Cosentino, Director, OED
16.00- 16.20	<b>COFFEE BREAK</b>	
<b>Closing Session</b>		
16.20- 16.30	Summary of Key Takeaways and Next Steps	Ade Freeman, Regional Programme Leader (RPL)
16.30- 16.50	Feedback on RMT13	Sarah Nehrling, Facilitator
16.50- 17.00	Closing Remarks and Acknowledgments	Abebe HaileGabriel, ADG/Regional Representative RAF