

**Thematic Evaluation Series**

# **Evaluation of the FAO Strategy for Partnerships with Civil Society Organizations**

**Annex 2. Evaluation synthesis study**

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## 1. Background and purpose

1. This study aims at informing the evaluation of FAO's Strategy for Partnerships with the Civil Society (the Strategy), undertaken by the FAO Office of Evaluation (OED) in 2020. The study will provide the evaluation with information on FAO's key outputs (what has been done – inclusive **Where?** and **When?**) focusing on advances of FAO in implementing the strategy. It will provide useful findings on the relevance of the Strategy and its implementation at the country level.

## 2. Rationale and key objectives

2. The focus of the present study will be that of tracing the phenomenon of interest, namely results attained in establishing and developing partnerships. The questions that will guide the analysis are the following:
  - i. To which extent and how FAO is exercising its means (core functions) and approaches (primary tools) constitute success factors/ potential limitations?
  - ii. Given the above how could FAO better leverage partnerships with the CSOs in implementing its CSOs Partnership Strategy?
3. The ultimate aim is to produce a synthesis of FAO's key advances in implementing the strategy (**What?** and **How?**). FAO headway in implementing the strategy is assessed by referring to Country Programme Evaluations (CPE) and FAO's Strategic Objectives evaluation reports conducted in 2017-2019. Furthermore, the findings in these reports were triangulated with the database of FAO's reported results on the civil society partnerships and related FAO official documents and clustered under Strategic Objectives and areas of engagement.

### 3. Approach

**Table 1: Analysis approach and steps**

Steps	Objectives
Preparation	Collecting the information required
Information collection	Consultation with Evaluation Team
Information processing and analysis	Systematizing and processing the information gathered Analyzing the data collected Preparing consolidated tables
Drafting the final documentation	Formulating conclusions based on the findings of the study Writing the final report on the research Presenting the results of the research conducted

4. Activities that have been undertaken:
  - i. Within the preparatory work stage:
    - Discussion of the synthesis details with the Evaluation team
    - Development and approval of the research plan and schedule
    - Analysis of the relevant documentation and development of review
    - Improvement/discussion of the existing methodology
  - i. Within the analysis stage of available information:
    - Review of the documentation
    - Drafting the report
    - Developing considerations towards conclusions and recommendations
5. The synthesis heavily relies on data extrapolated from secondary sources, which may not always reflect the situation to date. To address limitations, a cross-check of the findings with the FAO database's reported results on CSOs sector cluster and related FAO official documents was conducted.

## 4. Findings on the relevance of the Strategy for Partnerships with the Civil Society and its implementation

### 4.1 Key steps in promoting partnerships

6. In 2017, the Secretary-General of the United Nations announced a reform agenda of the United Nations Development System at the country level. This reform agenda, which is still evolving, builds on the SDGs, Paris and Accra Declarations on aid effectiveness and aims to create a more coordinated and efficient United Nations Development System. Indeed, the United Nations, together with the Member States and other international and regional stakeholders, is expected to orchestrate the networks of public, private and mixed institutions by reaching out to prospective partners, collaborating with them, and garner and offer support in shaping their activities. In line with this perspective on governance, the **orchestration** is understood as engaging, negotiating targets, and working with stakeholders and institutions by catalyzing programmes, convening meetings and facilitating collaboration, persuading and inducing firms and industries to self-regulate and providing incentives to attain those targets.<sup>1</sup>

#### **Finding 1. There is a scope for improving cooperation with civil society organizations**

7. In the context of the significant role of the partnerships in fulfilling the promises of 2030 development agenda, FAO will need to step up its engagement with non-state actors - including Civil Society - and focus on fostering such partnerships to achieve its strategic results. The 2019 *"Synthesis and lessons learned from the evaluations of the FAO Strategic Objectives"* has demonstrated the need for improvements in cooperation with the civil society. FAO engagement with partners is a **diffused responsibility** and calls for the organization to reconsider its principles, roles, levels, and scope of engagement with partners conducive to developing strategic and sustainable collaborations and partnerships, including with civil society.
8. The civil society is "the sphere in which social movements organize themselves around objectives, constituencies, and thematic interests".<sup>2</sup> Civil society is a broad category which encompasses a wide variety of organizations, ranging from extensive networks and platforms involving key interest groups to non-governmental organizations (NGOs) and community-based associations.<sup>3</sup> These often share certain common goals, resources and/or approaches to maximize their decision-making capacity, advocacy and knowledge.<sup>4</sup>

#### **Finding 2. FAO's partnership risk assessment processes, including screening, assessment, and approval, appear to be detailed, context-specific, and applicable to concrete initiatives to adequately support timely and well-developed analysis for decision-making on engagement with non-state actors - including Civil Society.**

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<sup>1</sup> Cf. Kenneth W. Abbott and Duncan Snidal, "International Regulation without International Government: Improving IO Performance through Orchestration," *The Review of International Organizations*, vol. 5, n. 3, 2010.

<sup>2</sup> The UNGA. 1998. *Arrangements and practices for the interaction of non-governmental organizations in all activities of the United Nations system*, Report of the Secretary-General, A/53/170 <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N98/202/59/pdf/N9820259.pdf?OpenElement> p. 2.

<sup>3</sup> FAO. 2013. *Guidelines for ensuring balanced representation of Civil Society in FAO meetings and processes*, Rome, FAO. p. 2

<sup>4</sup> FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, Rome, FAO. p. 17.



9. The Strategy states that a thorough **risk assessment process** has been developed to assess proposed partnerships with CSOs and may be further improved as more experience is gained in this area.<sup>5</sup> FAO's risk management mechanisms were embedded in the strategy implementation, due to the many standards accompanying the development of food and agriculture systems, and the need in ensuring that the neutrality, independence, and impartiality of FAO as an intergovernmental institution is in no way compromised. Similar risk management mechanisms prevail across the UN system, where functions related to assessment and management of risks are separated from advocacy and partnerships catalytic functions. Some UN agencies have tailored and adapted for effectiveness and efficiency prospect research and risk management functions, which are carried in proximity and even co-working arrangements with partnerships teams.
10. The FAO , has developed its internal strategies, policies, and procedures to guide partnering with CSOs.<sup>6</sup> In addition, FAO employs corporate risk factors, including "hot topics" particularly relevant to FAO's areas of work<sup>7</sup> also, existing Corporate Social Responsibility (CSR) standards.<sup>8</sup> All prospective partners should be assessed against these principles.<sup>9</sup>
11. Thus a basic pattern emerges as per below:

**Table 2: Due diligence framework**

<i>Due diligence framework</i>
1. Profile prospective partners (screening against exclusionary criteria)
2. Apply organization-specific filter
3. Risk and benefit analysis <sup>10</sup>
4. Recommend appropriate risk management measures
5. Decision-making

12. The above steps are the responsibility of individual organizations and serve as knowledge-building, based on organization legitimacy and accountability. These include streamlining and unifying minimum due diligence exclusionary criteria, as well as avoid duplication and optimize resources while facilitating knowledge-sharing regarding due diligence. In FAO, the partnership risk assessment process falls under the Deputy Director-General's

<sup>5</sup> FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, Rome, FAO. p. 30.

<sup>6</sup> See FAO. 2013. *Principles and Guidelines for Working with CSOs for FAO Staff*, Rome, FAO.

FAO, Procedures for the preparation, clearance, and signature of Agreements, Director-General's Bulletin, No. 2014/13, Rome, 18 March 2014.

FAO, Review of Partnerships with Non-State Actors and Composition of the Partnerships Committee and the Sub-Committee for the review of financial and other agreements, Director-General's Bulletin, No. 2014/14, Rome, 31 March 2014.

<sup>7</sup> Corporate risk factors in relation to the partnership include risk of conflict of interest, financial risk, and threat to neutrality, independence or scientific credibility, risk of providing unfair advantage or exclusivity.

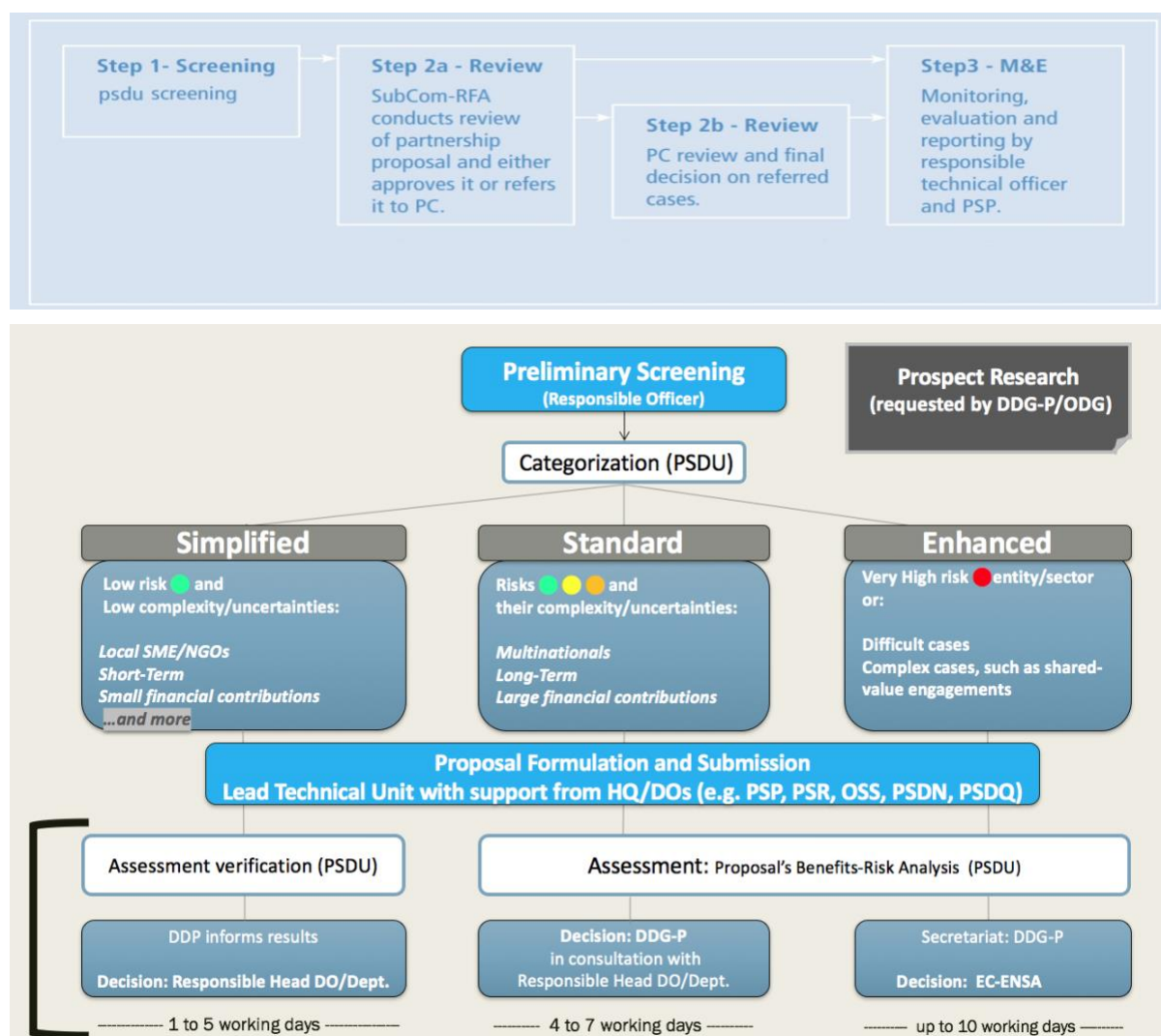
<sup>8</sup> FAO, *How to Partner with FAO: Partnerships as a way forward to eradicate hunger and malnutrition*, I7134EN/1/04.17 Cf. FAO. 2013. *Principles and Guidelines for Working with CSOs for FAO Staff*, Rome, FAO.

<sup>9</sup> See as well *Corporate Policy on Risk Management; Policy against fraud and other corrupt practices* (AC 2015/08); follows on the Policy issued in 2004 (AC 2004/19) and further reiterated in 2007 (AC 2007/11), reaffirming the Organization's commitment against fraud and other corrupt practices; *FAO Accountability Policy*, Rome, 31 December 2014

<sup>10</sup> Risk assessment refers to the assessment of a specific proposed engagement with that non-State actor. Cf. WHO, *Framework of engagement with non-State actors*, Agenda item 11.3, WHA69.10, 28 May 2016, p. 11. Cf. CGIAR, *Risk Management Guidelines of the CGIAR System*, Rome, December 2017, p. 6.

responsibility, and there is the possibility to apply due diligence to specific initiatives/projects and thus to give situation-specific clearance.<sup>11</sup>

**Figure 1: FAO screening and approval process for partnerships<sup>12</sup>**



Source: evaluation team

- The DGB 2014/14 provides the framework for the formal risk assessment and approval process of all partnership proposals.<sup>13</sup> The Partnerships and Outreach stream should be informed at the very earliest stage of intention to develop any particular partnership as it "[Partnerships and Outreach stream] will review all proposals through a due diligence screening in accordance with the common UN and FAO principles for partnerships. All eligible proposals will be passed on to the Sub-Committee for Review of Financial and

<sup>11</sup> Sub-Committee for Review of Financial and other Agreements SubCom – RFA.

See FAO. 2013. Principles and Guidelines for Working with CSOs for FAO Staff, Rome, FAO.

<sup>12</sup> The current workflow follows the relevant guidelines and procedures outlined on the DGB 2014/14, currently in force. Also, the agile workflow (reflecting the new streamlined due diligence process – as of 2020) is included.

<sup>13</sup> FAO, *Procedures for the preparation, clearance, and signature of Agreements*, Director-General’s Bulletin, No. 2014/13, Rome, 18 March 2014.

FAO, *Review of Partnerships with Non-State Actors and Composition of the Partnerships Committee and the Sub-Committee for the review of financial and other agreements*, Director-General’s Bulletin, No. 2014/14, Rome, 31 March 2014.

other Agreements (SubCom–RFA), along with recommendations regarding benefits and/or potential risks”.<sup>14</sup> This initial due diligence is performed by the Due Diligence and Prospect Research Unit (PSDU) placed under DDG-Bechdol’s Office. The initial review of proposals includes internet search and reference checks using different tools.<sup>15</sup> If the proposal for partnership is not deemed fit for purpose it is rejected at this stage.

14. The Strategy states that it is crucial to involve networks and organizations with the broadest possible representation. The evaluation stresses the crucial importance of respecting rules and regulations while doing so. Thus, the organization must ensure that exceptions are not taken to decision. FAO should review and further develop a coherent partnership-building approach, **ensuring necessary safeguards** are commensurate to the level of engagement.

**Finding 3. The FAO maintains a dedicated organizational unit devoted to developing partnerships with the civil society, complemented by the regional network of partnership officers, which provides guidance and advisory support to the rest of the organization.**

15. The FAO Partnerships and UN collaboration division (PSU), has a specific organizational outfit devoted to Civil Society Organizations. The Family Farming and Partnerships with Civil Society Organizations (PSUF) which provides global partnership service guidelines, knowledge center, and, memoranda of understanding, a partnerships' corporate database - internal SharePoint, as a repository.<sup>16</sup> Also, FAO’s Partnership Focal Points<sup>17</sup> in technical divisions at the HQ level and Partnership Officers in the regional centers are tasked to provide guidance to decentralized offices in identification, design and submission of all partnerships with non-state actors, including civil society.<sup>18</sup> These collaborations are handled under specific outputs and in implementing the Country Programme Framework (CPF).<sup>19</sup>
16. Collaborations and partnerships at the country-level are primarily project-based, reflecting that no clear function is assigned within the country office to promote a holistic approach to partnerships. Furthermore, the country offices are not making use of any formal system to evaluate, record, and capitalize on the work done by the CSOs involved

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<sup>14</sup> FAO, *Procedures for the preparation, clearance, and signature of Agreements*, Director-General’s Bulletin, No. 2014/13, Rome, 18 March 2014.

FAO, *Review of Partnerships with Non-State Actors and Composition of the Partnerships Committee and the Sub-Committee for the review of financial and other agreements*, Director-General’s Bulletin, No. 2014/14, Rome, 31 March 2014.

<sup>15</sup> FAO uses Dun and Bradstreet, RepRisk and Sustainalytics for analysis. RepRisk is an online searchable database on the risk exposure of companies, projects, sectors, and countries related to ESG issues. Sustainalytics is a provider that rates the sustainability of listed companies based on their ESG performance. Dun and Bradstreet Corporation is a provider of financial services providing commercial data and analytics for risk and finance, research, and insights on individual businesses.

<sup>16</sup> In FAO the Partnerships Division (PSU) - Family Farming and Partnerships with Civil Society Organizations (PSUF) Unit has the overall responsibility within FAO for facilitating partnerships with the civil society organization. See in detail FAO. 2013. *Principles and Guidelines for Working with CSOs for FAO Staff*, Rome, FAO.

<sup>17</sup> All partnership proposals that originate from Decentralised Offices or non-technical HQ units, need to be cleared by the technical division concerned at HQ for consistency with corporate technical strategies or policies. Once partnerships become operational, the technical Divisions concerned should maintain an oversight role. In many cases, however, this Division would provide support to the Responsible Officer and Supervising Director. See in detail FAO. 2013. *Principles and Guidelines for Working with CSOs for FAO Staff*, Rome, FAO.

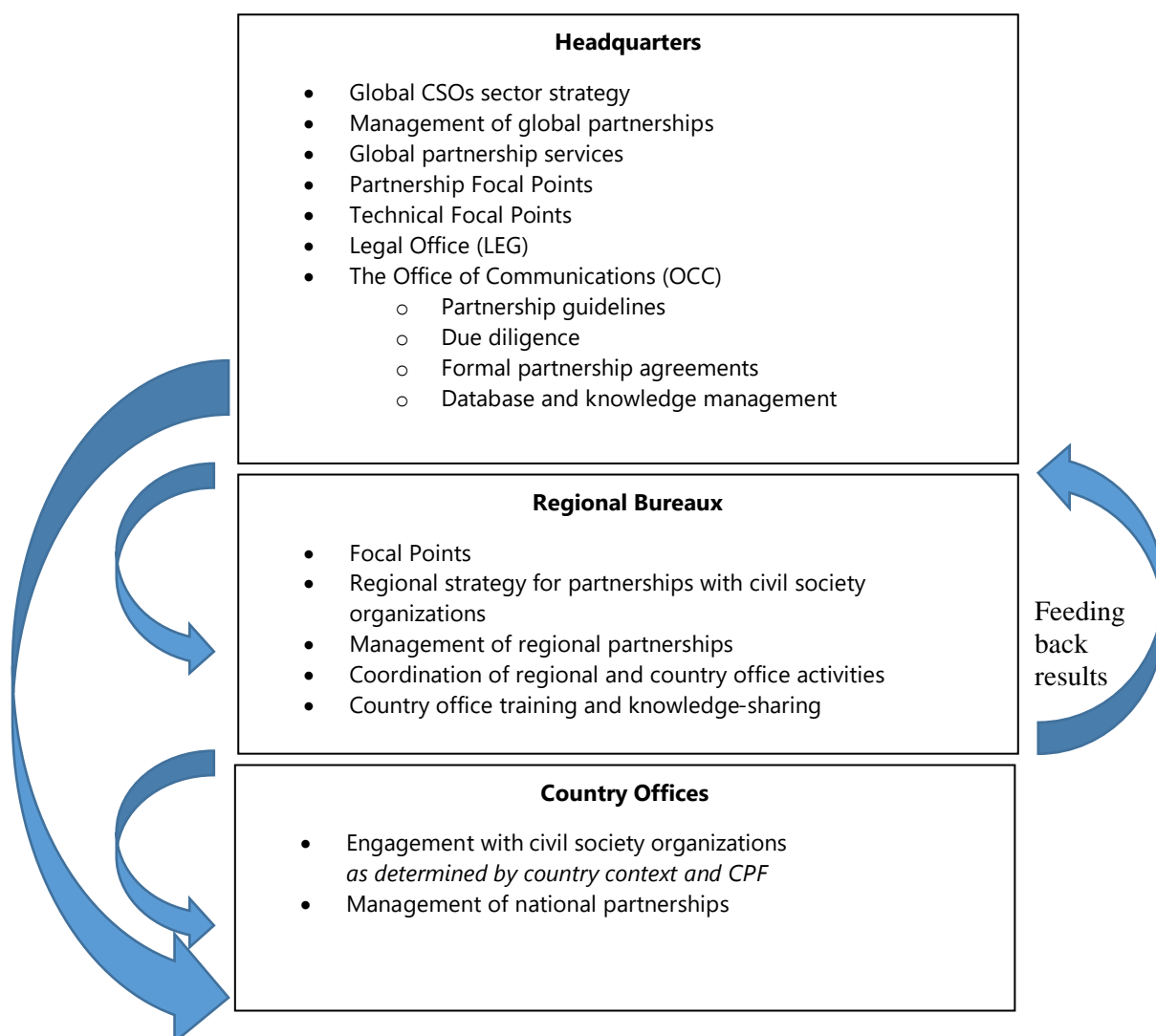
<sup>18</sup> See FAO. 2013. *Principles and Guidelines for Working with CSOs for FAO Staff*, Rome, FAO.

Cf. FAO. 2013. *Guidelines for ensuring balanced representation of Civil Society in FAO meetings and processes*, Rome, FAO.

<sup>19</sup> It is a mechanism through which FAO and the governments define their priorities and work plans and which indicates potential areas of cooperation with the civil society organizations.

in projects and processes. Thereby knowledge acquired at the country level is not valorized beyond individuals involved in the partnerships, and capitalization of results is challenging.

**Figure 2: Organization Enablement<sup>20</sup>**



Source: evaluation team

<sup>20</sup> Organization enablement figure encompasses the FAO structures and functions related to partnerships with civil society organizations.

**Finding 4. FAO partnerships are based on an interest-based negotiation, aiming to define mutual benefits.**

17. Once an area of collaboration and a prospective partner have been identified, there is an opportunity for the underlying interests of all parties to be drawn out and discussed purposefully.<sup>21</sup> The FAO's Basic Texts which foresee that formal relations with an international NGO may take one of three forms according to the importance of its field of activity in relation to the activities of FAO, whatever the degree of cooperation envisaged in the common field of activity. These are: consultative status, specialized consultative status or liaison status.<sup>22</sup>
18. Some CSOs with a legal status and governance mechanisms have formal relations with FAO<sup>23</sup> and may have signed a formal partnership agreement as listed in the Strategy<sup>24</sup>, through which they may undertake joint activities, providing specialized services or be involved as consultative observers in FAO meetings. Thus at the heart of the partnering arrangement lies an Interest-based negotiation, which aims to secure an opportunity for consensus and complementarity.
19. The following general Guiding Principles from the FAO on Partnerships apply to all collaborative arrangements, including those with the civil society organizations.

**Table 3: Guiding Principles for Partnerships**

Guiding Principle for Partnerships	FAO <sup>25</sup>
Accountability	✓
Autonomy	✓
Clarity	✓
Consultations and information sharing	✓
Effectiveness	✓
Equality and Mutual respect (including gender equality)	✓
Impartiality	✓
Intellectual Property	✓

<sup>21</sup> See The Partnering Initiative (IBLF), *The Partnering Toolkit: An essential guide to cross-sector partnering*, Tennyson, 2011.

<sup>22</sup> See FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, Rome, FAO. p. 29.

<sup>23</sup> The relevant regime is defined in FAO's Basic Texts which foresee that formal relations with an international NGO may take one of three forms according to the importance of its field of activity in relation to the activities of FAO, whatever the degree of cooperation envisaged in the common field of activity. These are: consultative status, specialized consultative status or liaison status. See FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, Rome, FAO. p. 29.

<sup>24</sup> Memorandum of Understanding (MoU), Exchange of Letters.

Also it is noted that the Letter of Agreement (LoA) - an administrative tool for contracting services from CSOs.

<sup>25</sup> FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, CL 146/8, Rome, FAO.

Cf. FAO. 2013. *Principles and Guidelines for Working with CSOs for FAO Staff*, Rome, FAO.

Mutual respect	✓
Neutrality	✓
Quality	✓
Results-oriented	✓
Scientific credibility	✓
Shared vision/mutual interest or mutual benefit	✓
Sustainability	✓
Transparency	✓
Trust	✓
Voluntarity	✓

**Finding 5. Different types of partnership require different forms of agreement to reflect varying levels of commitment and accountability.**

20. This study notes different models of collaboration with civil society organizations range from ad hoc dialogue and consultation through to comprehensive long-term partnerships.<sup>26</sup> Not every type of collaboration necessarily constitutes a partnership. Collaboration is considered a partnership if there is an active engagement in a joint or coordinated action of two or more partners with a long-term commitment where all parties contribute to the output towards achieving a common goal.<sup>27</sup>
21. Most collaboration and all partnerships must be governed by an appropriate written agreement, creates legally binding obligations for the signatories and protects the interests of the Organization. Different types of partnership require different forms of agreement to reflect varying levels of commitment and accountability. Partnerships may be formalised through Memoranda of Understanding (MoU)<sup>28</sup> in order to establish a framework for

<sup>26</sup> See FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, Rome, FAO. p. 29.

<sup>27</sup> FAO. 2012. *FAO Organization-Wide Strategy on Partnerships*, Rome, FAO.

Cf. FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, Rome, FAO. p. 14.

<sup>28</sup> However, it is noted that nothing under a written partnership agreement (MoU) imposes either Party's financial obligations. As per the above, and particularly for the implementation of joint activities within the MoU framework that might involve payment of funds, a specific separate legal arrangement will be entered into by the Parties, as appropriate, taking into account relevant administrative and financial rules and procedures applicable. See FAO MoU template - Article 3(8).

Inter alia, names and signed Operational Partner's Declarations of the recommended non-state Operational Partners and their subcontractors must be submitted for a due diligence screening as per DGB 2014/14 and, when applicable, FAO's Strategy for Partnerships with Civil Society Organizations. See FAO. 2015. *FAO Administrative Manual, Chapter VII – Operational Modalities, Section 701 – Operational Partners Implementation Modality*, Rome, FAO. MS 701.6.7 Screening by the headquarters Partnerships Division (PSP).

- collaboration of significant importance with CSOs, and Exchange of Letters if the collaboration is limited in time or scope and does not entail any financial commitments.<sup>29</sup>
22. However, MoUs present well-known points of contention, including that UN agencies are not subject to national legal processes, but to international arbitration, and that are also not subject to an external audit commissioned by partners. Moreover, issues of intellectual property for which FAO wishes to maintain open access and use of the logo may also arise.
23. In the presence of political pressure to formalize a partnership, it may be advisable to start the formalization process by signing a Letter of Intent (LoI). An LoI establishes the intention and process for the preparation of a more comprehensive agreement. This tool offers the opportunity to explore partnership opportunities and come to an agreement that serves both parties.
24. The FAO Administrative Manual clarifies when the Service Provider may be referred to as Implementing Partner. The *FAO Operational Partners Implementation Modality (OPIM)*<sup>30</sup> may be used when there is a definite advantage for FAO - by complementarity - to achieve and support the sustainability of results *based on shared and jointly defined objectives within individual projects. This definition overlaps with the definition of 'partnership' within the organization.* Besides, the Strategy states that the LoA may constitute a useful administrative tool for contracting services from CSOs.<sup>31</sup> In activities undertaken in support of a partnership established under a formal agreement with FAO, which are relevant and explicitly address the services required, the Service Provider may be referred to in the LoA as **the Implementing Partner**.<sup>32</sup> It is noted that it should not exceed 18 months unless justified by the Authorized Official only after assessing the potential risks. In the case of **OPIM**, potential Operational Partners may be identified and selected without a competitive selection process - among other listed - when these are considered **FAO Strategic Partners** and FAO, has a framework partnership agreement such as a Memorandum of Understanding.<sup>33</sup> It follows that as per prescribed administrative tools where the Service Provider may be referred to as **Implementing Partner**, the existence of a formal partnership agreement may **preclude a competitive selection** process that strives to obtain the best value for money to meet the Organization's requirements.

**Finding 6. Implementation of partnerships is a diffused and decentralized responsibility; individual units across the organization will continue to be fully responsible for the**

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<sup>29</sup> FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, Rome, FAO. p. 28.

The details for the preparation, clearance, and signature of agreements are provided by FAO, *Procedures for the preparation, clearance, and signature of Agreements*, Director-General's Bulletin, No. 2014/13, Rome, 18 March 2014 on Procedures for the Preparation, Clearance, and Signature of Agreements

<sup>30</sup> FAO. 2015. FAO Administrative Manual, Chapter VII – Operational Modalities, Section 701 – Operational Partners Implementation Modality, Rome, FAO was established effective 30 September 2015 and thus it is subsequent to the adoption of the *FAO Strategy for Partnerships with Civil Society Organizations*.

<sup>31</sup> The LoA entails a transfer of resources to enter into a relationship with non-commercial entities - including, non-governmental or other not-for-profit entity registered as a legal entity - to obtain specific, discrete services that are not commercially available to deliver well-specified and objectively verifiable outputs.

See FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, Rome, FAO. p. 28.

<sup>32</sup> FAO. 2011. FAO Administrative Manual, Chapter V – Property and Services, Section 507 – Letters of Agreement, Rome, FAO, 507.2.113 Service Provider and MS 507.3.12(c)

<sup>33</sup> These organizations are in a unique position to leverage political support, specialized expertise and/or operational capacity to achieve results. Also, their technical capacity supports or is complementary to FAO's mandate.

**partnerships that they enter into. This system is complemented by centralized monitoring over the implementation of partnerships.**

25. Effective management of partnerships requires first, ensuring clarity as to who within the organization is responsible for managing specific partnerships – and maintaining that clarity even as individuals change positions within the organization and second, streamlining internal processes to ensure responsiveness to partners and avoid delays in addressing partners' concerns. In addition, since partnerships evolve and require flexibility in their management, developing performance benchmarks for reviewing ongoing partnerships performance against the defined objectives, which can, in turn, make possible informed decision making as to whether to extend or close individual partnerships.
26. In the FAO, each regional office and technical division at headquarters relies on a network of Partnerships Focal Points to support the development of collaboration with civil society organizations and ensure consistent and effective implementation of the Strategy across the Organization. The Partnerships and UN collaboration (PSU) has established a system for monitoring the implementation and achievements of partnerships which is applied across the Organization in liaison with the Responsible Technical Officers (RTO). RTOs prepare an annual progress report for the partnership(s) for which they are responsible, and then PSU consolidates these reports into an official yearly report to FAO's Governing Bodies. Further, PSU has created and maintains a corporate database of past and ongoing partnerships, that serves as an accessible repository of accumulated experience of working with civil society organizations. It is a primary tool used to guide and facilitate the development of partnerships by technical units and decentralized offices and to report on progress and added value of partnerships.
27. At the national level, implementation of the Strategy is done through the Country Programme Frameworks (CPF), a mechanism through which FAO and the governments define their priorities and work plans and which indicates potential areas of cooperation with civil society organizations.<sup>34</sup>
28. As illustrated in the sections above, in the FAO partnership development and management are a diffused and decentralized responsibility within the context of own strategies, individual units across the organization will continue to be fully responsible for the partnerships that they enter into as a means to better achieve the corporate management results reflected in their work plans.

**Finding 7. CPFs are foreseen to be tools in implementing the FAO Strategy for Partnerships with civil society organizations; however, there remain constraints in the scope to adapt CPFs to country context and needs.**

29. FAO and the governments “defin[e] the development priorities for collaboration [...] the outputs to be achieved contributing to national priorities, regional priorities and corporate results, and the resources and partnerships required” in the Country Programme Frameworks (CPF) and identify potential areas of cooperation with the civil society organizations.<sup>35</sup> Indeed, the Country Programme Frameworks, which are the tools through which the strategy is implemented at the national level.<sup>36</sup> The CPFs are significant tools

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<sup>34</sup> FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, Rome, FAO. pp. 4, 12, 25.

<sup>35</sup> *Guide to the Formulation of the Country Programming Framework (CPF)*

<sup>36</sup> FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, Rome, FAO. p. 25.

Cf with FAO Partnerships and Advocacy Branch (OCPP), *Technical Guidance for Involving Non-State Actors in the Country Programming Framework (CPF)*, Rome, 29 November 2013.



within the FAO results-based management system as "... the preparation of the CPF should increase the results-orientation and visibility of FAO's work at the country level".<sup>37</sup>

30. The process of Country Programming in FAO started in 2006 as the National Medium-Term Priority Framework Guidelines were established. The CPFs were introduced in 2011 following the "Strategic Evaluation of FAO Country Programming"<sup>38</sup> and went through a major revision in 2015 ensure the alignment of country-level results with those in the revised Strategic Framework 2010-2019<sup>39</sup> and to adopt national policies and give consideration to cross-cutting issues such as gender mainstreaming.<sup>40</sup> Further changes were introduced to the CPFs following the adoption of the Sustainable Development Goals (SDGs) and the Paris Agreement on Climate Change in 2016, which renewed the call for mainstreaming efforts on environmental sustainability and climate change.<sup>41</sup> Some countries have committed to prepare national voluntary reviews, which should ideally be based on assessments of progress towards the achievement of SDG national targets and implementation plans.<sup>42</sup>
31. FAO globally has a strong mandate to the SDGs global commitments to be delivered through actions at the national level by setting progressive development milestones for 2030. It is a custodian agency for 21 SDG indicators for which it is responsible for compiling data from countries while also supporting national capacities for data collection. FAO's work directly contributes to 25 SDG indicators while providing indirect contributions to several others. There are seven SDGs directly related to agriculture and natural resource management (SDG 1, 2, 6, 12, 13, 14 and 15), plus another four addressed as crosscutting (SDG 5, 7, 8 and 17).<sup>43</sup>

**Table 4: The post-2015 CPFs**

<b>The post-2015 CPFs</b> <sup>44</sup>	
<b>Purpose:</b>	The post-2015 CPFs establish a link between the CPF and the strategic framework at the output level, by focusing on national priorities.
<b>Key features of the CPF:</b>	<p>CPF are synchronized with the government national policy process and time frame.</p> <p>CPF are signed by the relevant government counterpart institution.</p> <p>CPF comprise the following key elements:</p>

<sup>37</sup> Guide to the Formulation of the Country Programming Framework (CPF)

Cf. FAO, *Synthesis of lessons learned in the application of the Country Programming Framework*, April 2018. p. 2.

<sup>38</sup> See FAO, *Strategic Evaluation of FAO Country Programming*, Management Response, PC 104/4 Sup. 1.

<sup>39</sup> A new planning structure around five Strategic Objectives with country-level targets and indicators to adopt a common vision for sustainable food and agriculture and translating it into actions through five interconnected principles: 1. Increase productivity, employment and value addition in food systems; 2. Protect and enhance natural resources; 3. Improve livelihoods and foster inclusive economic growth; 4. Enhance the resilience of people, communities and ecosystems. 5. Adapt governance to new challenges.

Cf. FAO, *Our priorities – The Strategic Objectives of FAO*, Rome, 2019. p. 11.

<sup>40</sup> Cf. FAO, *Synthesis of lessons learned in the application of the Country Programming Framework*, April 2018. p.1.

<sup>41</sup> Cf. FAO, *Synthesis of lessons learned in the application of the Country Programming Framework*, April 2018. p.1.

<sup>42</sup> UN, Sustainable Development Goals Knowledge Platform, *National Voluntary Reviews*, <https://sustainabledevelopment.un.org/hlpf/nationalreviews>

<sup>43</sup> FAO, *FAO and the SDG. Indicators: Measuring up to the 2030 Agenda for Sustainable Development*, 2017.

Cf. FAO, *Synthesis of lessons learned in the application of the Country Programming Framework*, April 2018. pp. 17-19.

<sup>44</sup> FAO, *Guide to the Formulation of the Country Programming Framework (CPF)*, Rome, April 2017.

Cf. FAO, *Synthesis of lessons learned in the application of the Country Programming Framework*, April 2018. p. 3.

1. Country context and priorities	A brief on the main national development and sector strategies and policies related to the identified priority areas for FAOs support.
2. FAO's contribution and expected results	Description of priority areas, including any prioritized SDGs as identified by the Government. List of country outcomes – for each FAO describes the main issues, gaps, data requirements and anticipated results of FAO interventions, including related cross-cutting themes (gender, nutrition, governance, and climate change adaptation).
3. Implementation, monitoring, and reporting arrangements	Total resource requirements for the CPF implementation, specific partnerships, institutional arrangements for monitoring of the CPF implementation.
4. Annexes	Annex 1: CPF results and resource requirements matrix. Annex 2: UN-system linkage. Annex 3: Technical Cooperation Programme indicative pipeline.

32. The clarity in the post-2015 CPF guidelines provides for an easier CPF revision process to address sudden changes in country context and country priorities. However, this appears to be somewhat at the expense of flexibility in operationalizing the Strategic Framework. On the one hand, the FAO has introduced a tool on "Steps to mainstream a governance perspective along the CPF cycle" stepping up its efforts to strengthen context analysis of "(...) key stakeholders to identify key political, economic and environmental constraints, and to recognize and formulate strategies for overcoming implementation bottlenecks and conflicts".<sup>45</sup> Nonetheless, there is a limited scope to adapt CPFs to country context and needs of public administration,<sup>46</sup> development situation<sup>47</sup> and fragility.<sup>48</sup>

<sup>45</sup> Country Programming Framework Tool 2, Steps to mainstream a Governance perspective along the CPF cycle, Rome, 2015, p. 1

<sup>46</sup> Centralized vs. devolved (the latter is when subnational administrations strategize, plan and manage their own resources autonomously from the central government, including public service delivery, agriculture sector, and extension).

<sup>47</sup> Refers to such categories as: least developed countries, landlocked developing countries, middle income countries, and small island developing states.

<sup>48</sup> FAO, *Synthesis of lessons learnt in the application of the Country Programming Framework*, April 2018. p. 7.

**Table 5: CPF Cycle**

CPF Cycle <sup>49</sup>	
Phases	
1. Formulation and approval	Consultations led by the FAO Representative (FAOR) with the Government and key partners as well as analysis of national needs, policies, and programmes, to set programme priorities. Assistance is provided by the country support team (composed of the regional CPF focal point, lead technical officers in the regional office, and some cases, staff from headquarters, under the coordination of the Regional Programme Leader. The main product of this phase is the CPF itself, which is subject to review by the relevant Strategic Programme leaders and endorsement by the Regional Representative.
2. Implementation	The roles and responsibilities played by each actor are usually determined in the CPF itself.
3. Monitoring, reporting, evaluation	The FAOR together with the Government and other development partners are usually responsible for monitoring progress through annual or ad hoc consultations. A sample of country programmes is also evaluated either by the Office of Evaluation (OED) or with the Office's support in coordination with the Regional Offices.

**Finding 8. Monitoring of the contribution at the outcome level (CPF country outcomes) is not systematic.**

33. The CPF guidelines note that monitoring and reporting have the dual objective of providing information on progress and making adjustments as needed for achieving the expected results.<sup>50</sup> Since April 2017, the CPF guidelines provide more in-depth guidance on the integration of SDGs at the level of country outputs, and from 2018 FAO's revised Strategic Objectives have incorporated selected SDG targets and indicators.<sup>51</sup>
34. FAO has two corporate systems for result monitoring and reporting. The Field Programme Management Information System (FPMIS) provides for project-level monitoring, and the Programme Planning, Implementation Reporting and Evaluation Support System (PIRES) provides for monitoring and reporting against the strategic framework.<sup>52</sup> Nonetheless, the Field Programme Management Information System (FPMIS) exclusively connects projects to the Strategic Framework and does not provide the link between project results and CPF result matrix, despite project documents specifying the CPF country output to which it contributes.<sup>53</sup>

<sup>49</sup> FAO, *Guide to the Formulation of the Country Programming Framework (CPF)*, Rome, April 2017.

<sup>50</sup> The basis for a results-based management system at country level is outlined in the CPF, mainly in the second section of the CPF (FAO's contribution and expected results) and in Annex 1 (the Result Matrix).

Cf. FAO, *Synthesis of lessons learnt in the application of the Country Programming Framework*, April 2018. p. 17.

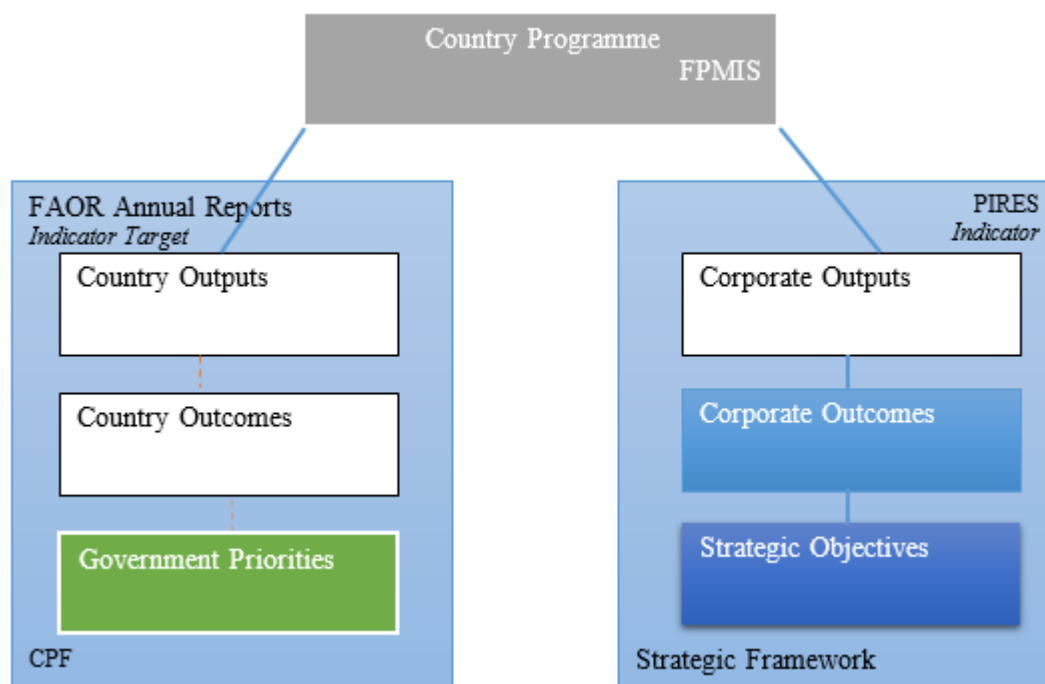
<sup>51</sup> FAO, *The Director-General's Medium Term Plan 2018-21 and Programme of Work and Budget 2018-19*, Rome 2017.

<sup>52</sup> Cf. FAO, *Synthesis of lessons learnt in the application of the Country Programming Framework*, April 2018. pp. 16-17.

<sup>53</sup> Cf. FAO, *Synthesis of lessons learnt in the application of the Country Programming Framework*, April 2018. p. 6.

35. The CPF results chain, shown in the Figure below, comprises government priorities, country outcomes (if available) and country outputs which are linked to the corporate outputs indicator. The field programme, i.e., FAO's portfolio of projects at the country level that contribute to the CPF country outcomes (if defined), are also linked to FAO's corporate outputs, as well as to the CPF outputs.

**Figure 3: CPF Results Chain<sup>54</sup>**



36. It would be difficult to manage for results FAO field programme in the absence of well-defined country outcomes particularly as government priorities due to their broader scope, and decision-making level cannot serve as a point of reference in managing the FAO programme.<sup>55</sup> Thus, the CPF is not systematically used to track progress on results achieved, and to adjust the programme accordingly.

**Finding 9. There is a substantive communication dimension to the effective management of partnerships.**

37. There is a substantive communication dimension to the effective management of partnerships. It involves public communication and recognition of the agreed mutual commitment (i.e., exchange of assets, both financial and brand-related) between parties involved. Drawing and continuously capturing lessons from ongoing experiences and sharing these contribute to the betterment of working with civil society organizations. The FAO strives to communicate its experience, what can be expected from the partnership and highlight their comparative advantages. As a privilege of cooperation, CSOs are acknowledged for their contribution in a way that shows organizations' appreciation for the support provided.<sup>56</sup> It develops external communications products – comprising web,

<sup>54</sup> Cf. FAO, *Synthesis of lessons learnt in the application of the Country Programming Framework*, April 2018. p. 17.

<sup>55</sup> The current CPF guidelines state that the definition of country outcomes is optional. Cf. FAO, *Synthesis of lessons learnt in the application of the Country Programming Framework*, April 2018. p. 17.

<sup>56</sup> Cf. WHO, *Framework of engagement with non-State actors*, Agenda item 11.3, WHA69.10, 28 May 2016, pp. 13, 25. Any use of WHO's name or emblem requires the prior written authorization of WHO's Director-General.

print, photography, and video messages – based on compelling information and case studies that build a distinctive brand identity and spotlight the Organization's unique strengths as a partner.<sup>57</sup>

38. FAO shall collect, analyze, interpret, and disseminate information relating to nutrition, food, and agriculture. Also, where appropriate, the FAO shall recommend national and international action concerning research and dissemination of public knowledge of nutritional and agricultural science and practice.<sup>58</sup>
39. In FAO the Office of Communications (OCC) develops external communications products – comprising web, print, photography and video messages – based on compelling information and case studies that build a distinctive brand identity and spotlight the organization's unique strengths as a partner.

## 4.2 Partnerships as one of FAO's core functions

40. The study indicates that there has been a shift in needs and approaches in contributing to development. The Addis Ababa Action Agenda recognizes that development flows are transitioning from 'funding' to 'financing' and there is growing consideration of alternative financing, including blended finance instruments and tools to assist in the formulation of integrated national financing frameworks. Multi-stakeholder partnerships, knowledge, and the resources, of non-state actors, including civil society, will be necessary to mobilize and share knowledge, expertise, technology, and financial resources, complement the efforts of Governments and support the achievement of the sustainable development goals, in particular in developing countries.<sup>59</sup>
41. Because of FAO's inter-governmental status, its charter and the thrust of its work on policy engagement and institutional capacity development to realize food security and nutrition objectives, FAO's primary involvement has been with state entities. However, the Strategic Framework identifies partnerships as one of FAO's core functions and has called for a broadening of FAO's engagement with government ministries other than its traditional counterpart, departments of agriculture, as well as other development agencies and the civil society. FAO's organization-wide strategy on partnerships provides broad guidance on partnerships and is supported by specific strategic partnerships with UN agencies,<sup>60</sup> the private sector<sup>61</sup> and civil society organizations.<sup>62</sup>

### **Finding 10. FAO's partnership with the civil society has contributed to delivery on FAO Strategic Objectives in the following areas of engagement**

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<sup>57</sup> IFAD, *IFAD Partnership Strategy*, Rome 20-21 September 2012, pp. 16-17.

<sup>58</sup> Art. 1 Basic Text of the Food and Agriculture Organization of the United Nations.

<sup>59</sup> Cf. UN, *Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)* endorsed by the UNGA RES/69313, 27 July 2015, p. 5.

See as well FAO, *Synthesis of findings and lessons learnt from the Strategic Objective Evaluations*, February 2019, p. 51.

<sup>60</sup> WFP, "UN Food Agencies commit to deeper collaboration to achieve Zero Hunger," 6 June 2018, retrieved 15 March 2019, <https://www.wfp.org/news/news-release/un-food-agencies-commit-deeper-collaboration-achieve-zero-hunger>

<sup>61</sup> FAO, *FAO Strategy for Partnerships with the Private Sector*, JM 2013.1/2, Rome, 20 March 2013

<sup>62</sup> FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, CL 146/8, Rome, FAO.

## 4.3 Field Programme

### SO 1 – Help eliminate hunger food insecurity and malnutrition

42. At national and local levels there are very few **SO1-related** formal partnerships with NGOs or CSOs at the country level. CSO partners are often involved during policy consultation processes when approved by governments. The CSOs involved in FAO's projects and programs are cooperatives and producer associations mainly engaged as project deliverers or beneficiaries.<sup>63</sup>
43. In **Bangladesh and Myanmar** FAO engaged in several partnerships with civil society. However, most of these engagements were at the project level and based on service provision.<sup>64</sup> Among these results are mixed with limited examples of active capacity development of the partner NGOs. *The project end line reviews highlighted that the capacity of local NGOs to implement FAO activities was insufficient.*<sup>65</sup>
44. In **Cambodia**, FAO's assistance to the country's national development priorities comprises both emergency and technical support. In terms of policy dialogue, FAO Cambodia is working collaboratively with NGOs and civil society through the FIRST program with Save the Children, Helen Keller International, and the SUN group.<sup>66</sup>
45. The field of nutrition in **Egypt** counts several development actors, including NGOs.<sup>67</sup> Nevertheless, the FAO portfolio includes some projects that aim at creating an enabling environment for the small farmers to reap benefits. The most important is perhaps the project on reform of the law governing agricultural cooperatives. This project seeks to

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<sup>63</sup> FAO. 2018. *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, FAO. p. 30. The modalities of collaboration, which are mainly short-lived, do not facilitate a real commitment, which should materialize by taking into account the opinions of the partners, their proposals and their knowledge of the context.

See FAO. 2016. *Evaluation du Programme de la FAO au Niger*, Rome, FAO. p. 2 Local NGOs and CBOs' work is mostly limited to service provision regulated through Letters of Agreement (LoAs). Moreover, country program evaluations have highlighted that due to slow and bureaucratic procedural constraints, local organizations and especially small CBOs at times work pro bono and without an LoA, with the hope of establishing a more formal partnership in the future.

See FAO. 2017. *Evaluation of FAO's Programme in West Bank and Gaza Strip, 2011-2015*, Rome, FAO, pp. 49, 52.

<sup>64</sup> The Fisheries co-management project established partnerships under letters of agreement with two national 'service providers' (Ever Green Group and Mangrove Service Network) as well as an international NGO (Istituto Oikos). In the forest sector, under the FFF project, FAO established a partnership with the MERN.

See FAO. 2017. *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, FAO, p. 35.

<sup>65</sup> In Bangladesh, *project end line reviews highlighted that the capacity of local NGOs to implement FAO activities was insufficient*. Cf. Improving food security of women and children by enhancing backyard and small-scale poultry production in the Southern Delta Region (GCP/BGD/048/USA) and Integrated Agriculture and Health-based Interventions for Improved Food and Nutrition Security (GCP/BGD/049/USA).

See FAO. 2017. *Evaluation of FAO's Contribution to Bangladesh*, Rome, FAO, p. 61.

<sup>66</sup> Areas of interventions include agricultural productivity, diversification, irrigation, animal production and health, fisheries, technical information management and statistics, food security and nutrition improvement, social protection and rural development, consumer protection, and food safety, promotion of access to better markets, forestry, environment, climate change, Integrated Food Security Phase Classification (IPC) and small-scale agro-industry.

See FAO. 2018. *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, FAO, p. 13.

<sup>67</sup> I.e., Save the Children had a community-based project in Minya, while the United Nations Children's Fund (UNICEF) is working with the Government of Egypt at the policy and institutional levels to promote maternal and child nutrition.

lessen the control by the Ministry of Agriculture over cooperatives and enables the latter to enter into a partnership with the NSAs. Another project not directly involved in agricultural production but expected to benefit small farmers is 'Strengthening of the Horticulture Information Support Network for Small Farmers in Egypt' (TCP/EGY/3403).<sup>68</sup> FAO has, in its Nutrition Project, employed an integrated approach and addressed issues of food and nutrition security from different angles.<sup>69</sup>

46. In **Honduras**, the FAO collaborated extensively with community-based organizations in the implementation of their projects notably working with NGOs with a base and experience in territories where FAO was not present.<sup>70</sup> The organization has supported more than 102645 organizations of rural producers.<sup>71</sup>
47. The organization established alliances with both local and international non-governmental organizations (NGOs) organizations for the implementation of the projects. In the first instance, alliances were formed with organizations such as Caritas Archdiocesan for the implementation of an Emergency Project in the Eastern Dry Corridor, and Oxfam Quebec, CRS, FUNDER, International Plan, World Vision, and Fundación Vida, to establish inter-institutional dialogue and coordination in the municipalities of the intervention of FAO projects.<sup>72</sup>
48. In **West Bank and Gaza Strip** FAO is currently working with a number of NGOs, CBOs and public institutions to implement projects. However, interlocutors reported that FAO's effort in developing their capacity is limited.<sup>73</sup>

## **SO 2 - Make Agriculture, forestry, and fisheries more productive and sustainable.**

49. In **Bangladesh**, the *Integrated Agricultural Productivity Project (IAPP)* aimed to enhance the productivity of agriculture<sup>74</sup> in selected agro-ecologically constrained and economically depressed areas. FAO's thrust was on technology transfer and enhancement of organizational and human capacities in design and investment management in the agriculture and food sector. It fostered the inclusiveness and participation of key stakeholders, notably farmers' organizations and civil society organizations, to engage in investment programs.<sup>75</sup>
50. Cambodian fisheries are particularly relevant to the development and operationalization of the Small Scale Fisheries (SSF) Guidelines. **Cambodia** is the only country in Asia where, since 2000, there has been a conscious government-driven policy dedicated to the "small scale-ization" of the fishery sector through the creation of Community Fisheries organizations.<sup>76</sup> Also, Cambodia has been experimenting with new forms of local-level governance and institutional arrangements that seek to change the formerly individual access and-use rights (mainly in inland fisheries) into community-oriented tenure arrangements.<sup>77</sup>

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<sup>68</sup> FAO. 2018. *Evaluation of FAO's Contribution to the Arab Republic of Egypt, 2012-2017*, Rome, FAO, p. 34.

<sup>69</sup> FAO. 2018. *Evaluation of FAO's Contribution to the Arab Republic of Egypt, 2012-2017*, Rome, FAO, p. 30.

<sup>70</sup> FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, p. 34.

<sup>71</sup> These included peasant associations, producer or cooperative associations and savings and credit funds.

<sup>72</sup> FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, p. 34.

<sup>73</sup> FAO. 2017. *Evaluation of FAO's Programme in West Bank and Gaza Strip, 2011-2015*, Rome, FAO, p. 80.

<sup>74</sup> Crop, livestock, and fisheries

<sup>75</sup> FAO. 2017. *Evaluation of FAO's Contribution to Bangladesh*, Rome, FAO, p. 34.

<sup>76</sup> There are 516 Community Fisheries organizations spread across Cambodia.

<sup>77</sup> FAO. 2018. *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, FAO, p. 25.

51. FAO has provided long-term and ongoing support to the fisheries sector in Cambodia and is recognized by the Fisheries Administration as a valuable partner. FAO has supported Cambodia in developing guidelines for community forestry, as well as through implementing several community-oriented projects promoting community forestry. FAO's field level activities in the forestry sector, however, have been more at the pilot level – i.e., through the Life and Nature Project (LNP) project, and the Forest Landscape Restoration (FLR) pilots where NGOs are primarily implementing partners.<sup>78</sup>
52. In **Honduras** the cycle of duration and volume of resources invested by the field program such as the Special Program for Food Security (SPFS)<sup>79</sup> has been vital to achieving significant changes in the food and nutrition security (FNS)<sup>80</sup> practices of the beneficiary families and of the key actors linked to this problem at the local level.<sup>81</sup>
53. The civil society participation in FAO projects is evidenced in the framework of the FAO program "Application of Forest Laws, Governance and Forest Trade".<sup>82</sup>
54. The FAO, in collaboration with the Forest Conservation Institute (ICF), has worked towards developing a national system of traceability, control, and verification of wood. In doing so, the FAO has supported and involved indigenous people's organizations such as ALIANZAVERDE and organizations of forest producers in processes in promoting their collective rights, territorial governance, and their participation in the Voluntary Partnership Agreement VPA-FLEGT processes.<sup>83</sup>
55. Purchases from family farmers in the National School Feeding Program has had a synergistic effect on two links of family farming: the improvement of schoolchildren's nutrition in educational centers and the purchase of surplus crops from small producers.<sup>84</sup>
56. In **Indonesia** and **Timor-Leste**, the FAO has pioneered conservation agriculture in meeting smallholder farmers' needs in reducing crop losses in rain-fed areas affected by land degradation and drought, through the maintenance of higher soil moisture levels and often higher yields.<sup>85</sup> Similarly, agroforestry practices have been widely adopted in countries like **Burkina Faso** and **Niger** and elsewhere in the Sahel.<sup>86</sup>
57. In **Kenya**, FAO, with the support of the European Union, implemented the project "Increased productivity and profitability of smallholder farmers through promotion and upscaling of good agriculture practices and conservation agriculture in productive semi-

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<sup>78</sup> FAO. 2018. *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, FAO, p. 24.

<sup>79</sup> Programa Especial para la Seguridad Alimentaria (PESA)

<sup>80</sup> Seguridad Alimentaria y Nutricional (SAN)

<sup>81</sup> These include municipal governments, associations, and civil society organizations FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, p. 56.

<sup>82</sup> See FAO Forest Law Enforcement, Governance, and Trade-FLEGT

<http://www.fao.org/in-action/eu-fao-flegt-programme/background/en/>

<http://www.euflegt.efi.int/what-is-flegt>

The participating countries are Guyana and Honduras. <http://www.euflegt.efi.int/web/vpaunpacked>

<http://www.euflegt.efi.int/publications/vpas-for-sdgs>

<sup>83</sup> Cf. FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, p. 34.

See also <http://www.euflegt.efi.int/publications/vpas-for-sdgs>

<sup>84</sup> The analysis of the results of the GCP / RLA / 180 / BRA project corroborates the expected effect.

Cf. FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, p. 56.

<sup>85</sup> In the Conservation Agriculture project in Indonesia, slow progress on the enabling environment pillar has reduced the opportunity for post-project upscaling.

<sup>86</sup> FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. p. 16.



arid areas of Kenya (IPP-GAP)".<sup>87</sup> The project strategy emphasized developing new and improved market opportunities as a driving force to promote conservation agriculture and good agricultural practices.<sup>88</sup>

58. The IPP-GAP is presented by FAO to be the first project directly implemented by FAO, as compared to the past practice of partnering with non-governmental organizations (NGOs) that played an intermediary role between FAO and county stakeholders. FAO also worked with private extension services, mainly members of farmer groups and community-based organizations (CBOs), due to the limited number of available public extension workers given the targeted coverage foreseen by the project.<sup>89</sup>
59. **The Forest Farm Facility (FFF)** intervention worked successfully with community forest producer associations to establish a reliable and effective national apex body.<sup>90</sup> This has led to the identification and development of products and their marketing through developing collaboration with forest product companies. Bringing together the Forestry Department, NGOs, community forestry groups and the private sector proved to be an innovative approach.<sup>91</sup>
60. In addition, FAO Myanmar's work in the forestry sector with the **Myanmar** Environment Rehabilitation-conservation Network, an NGO-network organization, was very strategic as it was able to access smaller community forestry groups and national NGOs. The co-management of natural resources carried out through village fishery societies and through Community Forestry represents an important first step in establishing effective longer-term natural resource co-management systems.<sup>92</sup>

### SO 3 – Reduce rural poverty

61. At national and local levels, of SP3 programs and projects, **SO3**-related engagements both at the design and implementation stages involve a variety of partners. These include government counterparts, civil society (including smallholder and small-scale food producer organizations and cooperatives), the private sector, donors, academia, and UN sister agencies.<sup>93</sup>
62. FAO has employed (re)designed instruments and initiatives to promote the "transformational agenda" of SP3, seeking sustainable changes at national policy

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<sup>87</sup> GCP/KEN/079/EC

<sup>88</sup> FAO. 2018. *Evaluation of FAO's Contribution to the Republic of Kenya*, Final Report, Case Study, Rome, FAO, pp. 39, 98.

<sup>89</sup> This partnership included a vast training program of extension services, which is seen by agriculture county authorities as a significant contribution to the devolution process. See FAO. 2018. *Evaluation of FAO's Contribution to the Republic of Kenya*, Final Report, Case Study, Rome, FAO, p. 5.

<sup>90</sup> Apex bodies consist of a range of entities such as high-level steering groups within national governments, inter-agency task forces (for specific purposes, e.g., water pollution control), and international consortia for the management of water resources. The aim of such bodies is to provide structures for coordination between different organizations involved in water resource management. In some cases, water policy and management are centered in a specific body of government, but in many situations, responsibility for water is shared between several bodies (e.g., ministries for irrigation, environment and public works) that may not be able to operate easily together. Here an apex body may provide a useful co-ordinating function.

<sup>91</sup> FAO also engaged in the Voluntary Partnership Agreement process through collaboration with the government, private sector and civil society to address deforestation, which is another main priority of the forestry sector. Sustainable land use practices are currently being addressed under the recent Global Environment Facility-funded project "*Sustainable cropland and forest management in priority agro-ecosystems of Myanmar*".

<sup>92</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, FAO, pp. 28, 43.

<sup>93</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Reduction of Rural Poverty through Strategic Programme 3 (SO3)*, Rome, FAO. p. 19.

levels, often in partnership with other development actors. Notably the work on rural youth employment, evidence generation on social protection,<sup>94</sup> and institution building for the empowerment of vulnerable groups<sup>95</sup> as well as several cross-sectoral initiatives in areas such as agriculture and social protection,<sup>96</sup> social protection, child labour and livelihood support.<sup>97</sup>

63. In **Cambodia**, in the context of food security and poverty eradication and following an active consultation with stakeholders, FAO developed the 'Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries'.<sup>98</sup> The implementation of these guidelines is being supported in the country by a small Norwegian-funded project, with a focus on empowering small-scale fishing communities to participate in decision-making processes, and to assume their responsibilities for the sustainable use of fishery resources. The implementation of these guidelines is being supported in the country by a small Norwegian-funded project, with a focus on empowering small-scale fishing communities to participate in decision-making processes, and to assume their responsibilities for the sustainable use of fishery resources.<sup>99</sup>
64. In **Honduras**, collaborations were also established with the Inter-American Institute for Cooperation on Agriculture (IICA), within the framework of the National Committee of Family Agriculture (CNAF), to build a strategy with differentiated attention to the families of small producers.<sup>100</sup>
65. FAO has been at the heart of government actions in the context of securing land in rural areas of **the Ivory Coast**. The organization made a technical and financial contribution in 2015 to the working sessions and sharing workshops with the Ministry of Agriculture and Rural Development, the Technical Financial Partners (PTF), and Civil Society Organizations (CSOs). These workshops led to the drafting of a consolidated draft of the Draft Declaration of Land Policy in the Ivory Coast.<sup>101</sup>

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<sup>94</sup> It was ensured through the Production to Protection project.

<sup>95</sup> It was ensured through the Forest and Farm Facility, among others.

<sup>96</sup> e.g. The Social Cash Transfer Programme and the Farm Input Subsidy Programme in Malawi. Available at: <http://www.fao.org/3/a-i6810e.pdf>.

<sup>97</sup> Please refer to Annex 5, tables 9 and 12, for some examples. Please refer to Annex 3, section 3.2; Annex 4, section 3.2; and Annex 5, section 3.3, for additional information. See Table 1 in FAO. 2017. *Evaluation of FAO's Contribution to the Reduction of Rural Poverty through Strategic Programme 3 (SO3)*, Rome, FAO. p. 14.

<sup>98</sup> It was endorsed by the FAO Committee on Fisheries (COFI) in July 2014.

<sup>99</sup> FAO. 2018. *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, FAO, p. 24.

<sup>100</sup> In addition to directly serving families of small producers, projects have served other groups of beneficiaries or partners including Community organizations: Rural Savings and Credit Institutions (CAC)

Other projects visited include:

GCP / HON / 039 / CAN Special Food Security Program (SPFS) financed by Canada (2013-2016 activities)

MTF / HON / 043 / FKI Technical Cooperation Agreement for the Creation of Sustainable Family Gardens in the Lepaterique Communities (funded by the Kielsa Foundation)

TCP / HON / 3502 Communication and education in food and nutrition for the strengthening of food and nutrition security policies and programs in Honduras. GCP / RLA / 180 / BRA Project Strengthening the School Feeding Program within the framework of the Latin America and the Caribbean Hunger Initiative 2025.

See FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, pp. 35, 39.

<sup>101</sup> FAO. 2017, *Evaluation du Programme de la FAO en Cote d'Ivoire 2012-2016*, Rome, FAO, p. 50.

66. In **Kenya**, the Forest and Farm Facility (FFF-GCP/GLO/495/MUL) program facilitated the transformation of small farmer groupings with limited capacities and non-business orientation into market-based associations.<sup>102</sup>
67. In **the Kyrgyz Republic** donors, private sector actors, and state counterparts have been promoting fisheries and aquaculture long-term development. FAO is investing in building their capacities and especially technical knowledge of the association members to manage mini-hatcheries and feed mills, as well as to provide extension services in fisheries and aquaculture to the rural population.<sup>103</sup> Also, the organization has considered steps to facilitating access to technical and financial services.<sup>104</sup>

#### **SO 4 – Enable inclusive and efficient agricultural and food systems**

68. In Cambodia, there has been more success where FAO interventions have taken a more demand-driven approach, focusing on value-added and post-production aspects of the value chain.<sup>105</sup> It has been found that the sustainability of interventions is dependent on farmers' continuing access to markets.
69. FAO interventions<sup>106</sup> supported geographical indications for certain commodities, and linked farmers directly with buyers as in the case of the Participatory Guarantee System (PGS) project for short supply chains of organic produce in Kandal and Battambang. PGS farmers in Kandal reported dramatic increases in income since converting to organic production and selling through PGS schemes. Farmers are guaranteed a market and are therefore encouraged and required to continue applying sustainable agricultural practices specified by the buyers.<sup>107</sup> **Caritas** and a private company partner have committed to upscaling the intervention to other areas.<sup>108</sup>
70. In **Myanmar**, FAO has promoted improvements in the commodities supply chain with particular regard on food safety-related practices. These efforts have resulted in improved practices in the post-harvest fisheries sector at the national level and improved husbandry practices in the smallholder dairy sector.<sup>109</sup> The introduced improvements in mango supply chains resulted in better product quality and reduced dependence on single buyers

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<sup>102</sup> In total, 12 producer groups in Laikipia and Nakuru counties were supported through small grants to build their organizational and productive capacities.

The FFF program covered a total of 3 492 households, thus indirectly benefiting a population of about 20 000 people. The primary outcome of the FFF program has been the increased awareness of the potential of Forest and Farm Producer Organisations (FFPOs) to generate multiple socio-economic and environmental benefits that would address food security, poverty alleviation, and climate resilience. It was reported that the FFPOs were producing up to 100 000 seedlings per year. See FAO. 2018. *Evaluation of FAO's Contribution to the Republic of Kenya*, Final Report, Case Study, Rome, FAO, p. 47.

<sup>103</sup> Currently all of these activities are planned to be implemented in the framework of the GCP/KYR/012/FIN project.

<sup>104</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Kyrgyz Republic*, Rome, FAO, p. 28-29.

<sup>105</sup> FAO. 2018. *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, FAO, pp. 47, 58.

<sup>106</sup> Four projects had specific components dealing with producer-private sector linkages and they were assessed under this outcome: Building Trade Capacity of Small-scale Shrimp and Prawn Farmers in Bangladesh: Investing in the Bottom of the Pyramid Approach (MTF/BGD/046/STF); Food Security through Enhanced Agricultural Production Diversified Sources of Income, Value Addition and Marketing in Bangladesh (GTFS/BGD/041/ITA); Improving Food Safety in Bangladesh (GCP/BGD/047/NET); Smallholder Dairy Development Project (MTF/RAS/259/CFC).

See FAO. 2017. *Evaluation of FAO's Contribution to Bangladesh*, Rome, FAO, p. 42.

<sup>107</sup> FAO. 2018. *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, FAO, p. 47.

<sup>108</sup> FAO. 2018. *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, FAO, p. 58.

<sup>109</sup> Cf. FAO. 2017. *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, FAO, p. 41.

benefitting from funding received from the Common Fund for Commodities and the Organization of the Petroleum Exporting Countries Fund for International Development. Furthermore, this encouraged a public-private partnership with the Flowers and Vegetables Producers Association.<sup>110</sup>

### **SO 5 – Increase the resilience of livelihoods to threats and crises**

71. FAO delivers resilience-enhancing services to communities through several partnerships at different levels, including national and local governments and NGOs.<sup>111</sup> However, questions have been raised in relation to NGOs who act as implementing partners in FAO projects. FAO uses Letters of Agreement as a legal tool to contract international and national NGOs, tasking them to deliver on FAO projects. LoAs are usually too short in length and too small in size to enable NGOs to implement good quality projects on behalf of FAO. Despite significant efforts in the last biennium to provide training and establish feedback and learning mechanisms between FAO and implementing partners, the relationship remains contractual mainly in nature.<sup>112</sup>
72. Stand-by partnership agreements with organizations such as the Norwegian Refugee Council, RedR Australia, and the Danish Refugee Council have provided support in critical, under-staffed areas of work.<sup>113</sup>
73. In **Cambodia**, FAO supported the development of a provincial level Plan of Action for Disaster Risk Reduction in Agriculture in Kampong Speu province 2014-2018. The creation of the action plan allowed for different actors and agencies to interact and identify opportunities for synergies and coordination. Moreover, stakeholders at the provincial level reported a heightened understanding of disaster risk reduction and the impact of disasters on livelihoods. However, it was noted that many aspects of the Action Plan had not been implemented due to a lack of funding. Some activities were ultimately conducted by NGOs, and also by Project Development Assistance using limited budget resources. Still, some of the planned activities were very ambitious and could not be implemented without external support.<sup>114</sup>
74. In **Guinea**, although there is no specific partnership in progress with civil society organizations or the private sector, FAO provided several supports to farmers' organizations in the field, particularly in the context of interventions in response to Ebola.<sup>115</sup> FAO was also able to benefit from the cooperation and support of the decentralized authorities of the Ministry of Fisheries in the selection of NGOs and the identification of

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<sup>110</sup> Particularly with mango producers and smallholder dairy farmers, and has been considering the potential for developing partnerships for other commodities. This is a fertile area of expansion for Myanmar and FAO. Cf. FAO, Evaluation of FAO's Contribution to the Myanmar Country Programme, Rome, November 2017, pp. 30, 36, 42, 43.

<sup>111</sup> FAO. 2016. *Evaluation of FAO Strategic Objective 5 (SO5), Increase the resilience of livelihoods to threats and crises*, Rome, FAO. p.11.

<sup>112</sup> FAO. 2016. *Evaluation of FAO Strategic Objective 5 (SO5), Increase the resilience of livelihoods to threats and crises*, Rome, FAO. p. 55.

<sup>113</sup> I.e., resilience advisors, gender, or cluster coordination. See FAO. 2016. *Evaluation of FAO Strategic Objective 5 (SO5), Increase the resilience of livelihoods to threats and crises*, Rome, FAO. p.12.

<sup>114</sup> I.e., the Action Plan included the building of an information centre for PDAFF, which would have required a lot of money to build and operate.

See FAO. 2018. *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, FAO, pp. 45-46.

<sup>115</sup> FAO. 2018. *Evaluation du Programme pays de la FAO en Guinee, 2013-2017*, Rome, FAO, p. 32.

- beneficiary families for the projects targetting communities affected by the Ebola disease.<sup>116</sup>
75. In **Kenya**, FAO's interventions helped enhance target communities' capacity to mitigate the impact of shocks and improve their adaptive capacity through increasing livelihood options.<sup>117</sup> However, results remain small-scale; communities remain affected by challenges, including increasing poverty levels, conflicts, declining land productivity and biodiversity loss, and the effects of climate change.<sup>118</sup>
76. The presence of the Resilience Team for Eastern Africa, FAO's Emergency Centre for Transboundary Animal Diseases (ECTAD), and Intergovernmental Authority on Development (IGAD) strongly complement and are coherent with the Kenya country program.<sup>119</sup> Regional projects have also contributed to the development of the community disaster risk response plans in Mandera in cooperation with the NGO **ACTED**. However, support needs to be better linked to ongoing country office projects, which provide similar backing in other areas.<sup>120</sup>
77. In **Myanmar**, FAO information systems such as the Global Information and Early Warning System on Food and Agriculture and Emergency Prevention System afforded the organization a lead role in providing technical advice in post-emergency agriculture, livestock, and disaster risk reduction to national and international NGOs in the aftermath of 2015/2016 flooding.<sup>121</sup> Thereafter in 2016 FAO has started to re-engage in disaster risk reduction actively by as well collaborating with national NGOs as implementing partners and has increased project activities in the States of Rakhine, Magway, and Katchin.<sup>122</sup>

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<sup>116</sup> The four projects implemented by FAO as part of the response to the Ebola crisis are:

The GCP / GUI / 021 / MUL project aims to support the resilience of populations affected by the Ebola virus disease in the regions of Coyah, Forécariah, Boffa, and Kindia.

The activities were implemented through the Ministry of Agriculture, with the support of local NGOs.

The TCP / GUI / 3504 project aimed at assisting in building capacity to respond to the Ebola virus disease. The project has set up a wildlife monitoring committee for better detection of the disease. It has reinforced specific awareness-raising tools in the context of preventing the risks of contamination from the Ebola virus disease.

The OSRO / GUI / 501 / SWE project aims to support fishing communities in the three most affected prefectures of the lower coast, namely, Forecariah, Dubréka, and Boffa.

The specific objective of UTF / GUI / 020 was to improve agricultural production and food markets in areas affected by Ebola and to sensitize rural communities at the grassroots for behavior change to stop the spread of the disease.

See FAO. 2018. *Evaluation du Programme pays de la FAO en Guinée, 2013-2017*, Rome, FAO, pp. 29, 57.

<sup>117</sup> The introduction of poultry at the household level was an effective way to empower women as poultry in most pastoralist cultures is managed by women, and the household readily absorbed sales proceeds. It helped as well in reducing dependence on big livestock.

In Kitui County, members of the Farmer Field Schools (FFS) reported that they had been taught how to make soap, and the group was in discussion with various supermarkets as sale outlets.

<sup>118</sup> FAO. 2018. *Evaluation of FAO's Contribution to the Republic of Kenya*, Final Report, Case Study, Rome, FAO, p. 55.

<sup>119</sup> The regional offices provide high-quality technical support, particularly in the form of ECTAD expertise in animal health and for governmental capacities for running the Integrated Phase Classification tool.

<sup>120</sup> FAO. 2018. *Evaluation of FAO's Contribution to the Republic of Kenya*, Final Report, Case Study, Rome, FAO, p. 56.

<sup>121</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, FAO, p. 32.

<sup>122</sup> FAO worked through the disaster risk reduction workgroup with financial resources provided by a project funded by the Japanese Government. However, the project lasted only 11 months with no possibility of an extension due to the nature of the grant. The disaster risk reduction workgroup supported the drafting of **the Implementing Rules and Regulation of the National Disaster Risk Reduction Law**, which is a strategic document where FAO can add value.



78. In **Somalia**, FAO's Somalia Resilience Sub-programme (2013-2014) was introduced as a coherent program approach structured along thematic pillars implemented under a joint FAO-WFP-UNICEF Joint Resilience Strategy.<sup>123</sup> The Joint Resilience Strategy presented a well thought out joint strategy that met donor criteria and in-country needs at the same time. It also made an essential contribution by getting three United Nations agencies to think and analyze together by helping steer the conversation among **aid actors** in Somalia towards the longer term,<sup>124</sup> and by providing to each participating agency a robust programmatic framework.<sup>125</sup>
79. In **Timor-Leste**, FAO partnered with three local NGOs to facilitate the Community Based Disaster Risk Management (CBDRM) process<sup>126</sup> at the community level under the umbrella of the EU-funded Pro-Resilience project.<sup>127</sup> FAO is in a key position to promote the institutionalization of the agriculture-based DRM tools and processes, as well as to support the sector's contribution to national DRM policies and programs before the end of the project.<sup>128</sup>

## 4.4 Knowledge sharing and capacity development

### SO 1 - Help eliminate hunger food insecurity and malnutrition

80. Many local actors, including NGOs, regularly working with communities, have acquired some useful knowledge, thanks to their involvement in FAO projects, which strengthened their motivation and their capacity for action.<sup>129</sup>
81. FAO's program in **Bangladesh** supported and contributed to improving the agriculture sector's performance and sustaining its growth, which are critical for food and nutrition security, reducing rural poverty and unemployment, and improving rural non-farm income. FAO has assisted in policy planning in agricultural productivity, and diversification generated demand-led technologies involving the public, private, and non-governmental organization (NGO) sectors.<sup>130</sup> The projects addressed farmers' skills and technology

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See FAO. 2017. *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, FAO, p. 35.

<sup>123</sup> It is seen as a shift to the multi-project donor driven response. This approach broke new ground in resilience programming and has initially been very successful in attracting un-earmarked, multi-year donor funding with a total budget of USD 102 million.

<sup>124</sup> FAO/OED: Evaluation of FAO Somalia Resilience Sub-programme (2013-2014).

<sup>125</sup> Resilience strategies have been developed by FAO in other contexts, e.g. FAO prepared a "Subregional Strategy and Action Plan for Resilient Livelihoods for Agriculture and Food and Nutrition Security in Areas Affected by the Syria Crisis" in 2014. See FAO. 2016. *Evaluation of FAO Strategic Objective 5 (SO5), Increase the resilience of livelihoods to threats and crises*, Rome, FAO, p. 50.

<sup>126</sup> The process entailed community capacity development, Hazard Livelihood Vulnerability Assessments, and CBDRM participatory planning in target communities.

<sup>127</sup> The project aims to assist 21 high-risk, and drought-prone rural communities, prepare and adopt CBDRM plans that prioritize appropriate climate-smart agriculture technologies/practices including disaster-proof post-harvest infrastructure and community-based water resources management. Communities can adopt to reduce disaster risk and improve community resilience.

See FAO. 2019. *Evaluation of FAO's contribution to the Democratic Republic of Timor-Leste 2015-2018*, Rome, FAO, p. 33.

<sup>128</sup> FAO. 2019. *Evaluation of FAO's contribution to the Democratic Republic of Timor-Leste 2015-2018*, Rome, FAO, p. 33.

<sup>129</sup> Cf. FAO. 2018. *Evaluation du Programme pays de la FAO en Guinee, 2013-2017*, Rome, FAO, p. 61.

<sup>130</sup> Interventions covered policy planning for technology extension, input supply, crop-cutting, market and credit linkages, and capacity development at the institutional and farm levels. *Concretely FAO implemented the following three projects for strengthened technical capacity (institutional and individual) for developing and implementing sustainable production programs:*

application capacity, combined with improved technology and input supply. Together this led to enhanced production, productivity, and higher income for farmers.<sup>131</sup>

82. In **Egypt**, FAO has engaged in capacity building at the farmer, cooperative, and ministry levels. The intervention 'Support to the Reform of the Law Governing Agricultural Cooperatives in Egypt' (TCP/EGY/3503) included a series of six workshops for Agricultural Cooperatives and Ministry staff and two study tours to Kenya and France. It facilitated farmers' agricultural cooperatives in navigating the legal framework and partner with private sector operators. It resulted in slimmer controls exercised by the Ministry of Agriculture over the operations of farming cooperatives.<sup>132</sup>
83. In **the Kyrgyz Republic**, FAO partnered with selected civil society organizations representing the beneficiaries, implementing partners at the implementation stage, and through a 'Civil Society Forum.'<sup>133</sup> Although, in some cases, operational bottlenecks have limited the development of constructive partnerships,<sup>134</sup> overall it helped to enhance project implementation procedures, identify additional areas of work and reach better outcomes.<sup>135</sup>
84. In **West Bank and Gaza Strip**, FAO has been increasingly involved in policy support and institutional capacity development, engaging several governmental bodies, civil society, private sector, and academia. Its work resulted in different types of activities ranging from formulation and monitoring of national agricultural strategies to regulatory frameworks and development of technical and institutional capacities in public services.<sup>136</sup>
85. In 2009 FAO took over the Agricultural Projects Information System (APIS), whose members are mostly NGOs, following a request from AECID and the Ministry of Agriculture.<sup>137</sup> It aimed to compile information concerning agriculture, including relevant information on organizations involved in agricultural activities in the WGBS.<sup>138</sup>

## **SO 2 - Make Agriculture, forestry, and fisheries more productive and sustainable.**

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Integrated Agricultural Productivity Project (IAPP); Technical Assistance and Capacity Development Component (UTF/BGD/044/BGD);

- Emergency Cyclone Recovery and Restoration Project (ECRRP) (UTF/BGD/040/BGD);
- Harmonization and Dissemination of Unified Agricultural Production Statistics in Bangladesh (TCP/BGD/3401).

See FAO. 2017. *Evaluation of FAO's Contribution to Bangladesh*, Rome, FAO, p. 34.

<sup>131</sup> Sustainability of agricultural development was addressed through better adaptation to climate change, conservation and sustainable use of natural resources like land, water and biodiversity.

See FAO. 2017. *Evaluation of FAO's Contribution to Bangladesh*, Rome, FAO, p. 21.

<sup>132</sup> FAO. 2018. *Evaluation of FAO's Contribution to the Arab Republic of Egypt, 2012-2017*, Rome, FAO, p. 35.

<sup>133</sup> Several projects were implemented with the participation of local NGOs, to name a few: Rural Advisory Services, Camp Ala Too, Kyrgyz Association of Forest and Land Users, Agrolead, and the Community Development Agency.

<sup>134</sup> I.e., delayed procurement, cumbersome financial reporting.

<sup>135</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Kyrgyz Republic*, Rome, FAO, p. 16.

<sup>136</sup> FAO. 2017. *Evaluation of FAO's Programme in West Bank and Gaza Strip, 2011-2015*, Rome, FAO, p. 75.

<sup>137</sup> It was established by the Applied Research Institute - Jerusalem (ARIJ) in 2004, with funding from the Spanish Agency for International Development Cooperation (AECID). In 2011, it was fully transferred to the MoA and intended to be used as a coordination tool by the Farmer Field Schools (FSS).

See FAO. 2017. *Evaluation of FAO's Programme in West Bank and Gaza Strip, 2011-2015*, Rome, FAO, p. 41.

<sup>138</sup> FAO considers APIS an integral part of its ongoing mission in the WGBS and will exert every effort in order to have it sustainably active and continuously updated and used.

See [http://www.apis.ps/about.php?menu\\_name=about](http://www.apis.ps/about.php?menu_name=about)

86. FAO is regarded as a center of excellence that provides comprehensive global information on forest resources, helping countries in developing their forest resources assessment capacities, including its technical expertise in animal health and animal production.
87. Over the years, FAO has built-up considerable regional capacities in animal health, particularly in the Asia region, through livestock disease control projects, which are now also applied to disease prevention and antimicrobial resistance (AMR). In the areas of monitoring and conservation of animal genetic resources,<sup>139</sup> its comparative advantage lies in combining technical strength with the ability to convene global and regional partnerships and to act as a knowledge broker.<sup>140</sup>
88. FAO has made a significant contribution globally to improving the information basis and quality of information for national forest sector planning and international reporting, including forest resources assessment through strengthening the nationwide forest inventory and monitoring systems. National Forest Monitoring work, supported by FAO, provides information needed in planning and monitoring and verifying carbon stocks and setting reference emission levels required in REDD+ and other climate change mitigation work.<sup>141</sup> Moreover, report on the Impacts of Climate Change on fisheries and aquaculture<sup>142</sup> is aimed at supporting countries in identifying relevant adaptation and mitigation options.<sup>143</sup>
89. At national and local levels SO<sub>2</sub>-related partnerships are context-specific. In some countries, FAO has tended to work mostly with long-standing traditional partners and particularly where it pursued sustainability within a sector. In situations when FAO has promoted multi-sectoral work, it has expanded the range of its partnerships. For example, several projects in Africa where FAO is working with a broad range of state and non-state partners on landscape management, forest restoration, forest and farm facilities, and CSA.<sup>144</sup>
90. From a thematic/sector perspective, FAO has established multiple forms of collaborations around climate change: with local non-governmental organizations (NGOs) at the field level, with Ministries of Agriculture for CSA, Environment or Forestry for REDD+ at national level and with United Nations and international bodies at global level UN-REDD Programme, Global Alliance for Climate-Smart Agriculture, Global Soil Partnership.<sup>145</sup>
91. In **Bangladesh**, The project Enhancing Aquaculture Production for Food Security and Rural Development through Better Seed and Feed Production and Management with Special Focus on Public-Private Partnership (TCP/BGD/3501) contributed substantially to capacity development on Ruhu breeding. It provided fish farmers with hands-on training by an international expert on selective breeding of Ruhu, leveraging knowledge and technology from the public domain. Efforts have been undertaken on a selective breeding strategy and

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<sup>139</sup> Summarized from the thematic report on the livestock sector (A. Mcleod, 2018).

<sup>140</sup> FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. p. 11.

<sup>141</sup> Data is used not only by UN-REDD but also by the Forest Carbon Partnership Facility (FCPF), Forest Investment Plan; and BioCarbon Fund (i.e., in Tunisia, Viet Nam, and Zambia).

<sup>142</sup> See <http://www.fao.org/3/I9705EN/i9705en.pdf>

<sup>143</sup> FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. p. 23.

<sup>144</sup> FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO, p. 31.

<sup>145</sup> FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. pp. 31 -32.



- production guidelines on improved hatchery management and better feed manufacturing practices.<sup>146</sup>
92. In **Cameroon**, FAO supported the establishment of phytosanitary information on integrated crop protection in the forest area. Its intervention provided the Ministry of Agriculture and Rural Development (MINADER) staff with training in plant protection, created a database as an instrument to support decision-making and the exchange of phytosanitary information, produced a guide on harmful organisms and used the farmer field school approach (FFS) in 11 sites as a pilot experiment for integrated pest management in corn cultivation. Producers benefited from improved seeds, fertilizers, and phytosanitary products.<sup>147</sup>
93. The FAO, within the framework of the FAO-EU FLEGT project, has also supported the development of tools for independent external observation of forests. In particular, in 2015, it supported a research center for the development of the second version of the Simplified Guide to Forests intended for forest communities<sup>148</sup> (CPF and neighboring populations), to clarify the procedures for identifying and reporting illegal logging activities.<sup>149</sup>
94. In parallel, the FAO funded the development of a standardized external independent observation system (SNOIE) under the responsibility of an NGO.<sup>150</sup> SNOIE has succeeded in creating a climate of collaboration with MINFOF, private companies, and a few civil society organizations<sup>151</sup> thanks to the high relevance of reports submitted to the forest administration and the sanctions that followed.<sup>152</sup>
95. In **Cote d'Ivoire**, the FLEGT and the REDD + processes as well as the Forum of the General States of the Forest, Wildlife and Water Resources (EGFRE)<sup>153</sup> have helped to create a dynamism whose effects can be noted at several levels. There has been the involvement of wood industries, civil society (rural people, NGOs), and the world of scientific research in the major processes related to the protection of nature and sustainable development, including the creation of a civil society forum.<sup>154</sup>
96. In **Kenya**, The Mitigation of Climate Change in Agriculture (MICCA) project, implemented by FAO in partnership with the World Agroforestry Centre (ICRAF) is an example of mainstreaming of gender considerations in FAO work.<sup>155</sup> The project provided training on various CSA practices that facilitated the establishment of a group tree nursery, which generated income allowing further investments in dairy production. The project also

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<sup>146</sup> FAO. 2017. *Evaluation of FAO's Contribution to Bangladesh*, Rome, FAO, p. 37.

<sup>147</sup> The project, with a budget of USD 344,672 and its FFSs, have trained 276 producers, and 94 MINADER staff members.

See FAO. 2017. *Evaluation du Programme de la FAO au Cameroun 2013-2017*, Rome, FAO, p. 31.

<sup>148</sup> See [http://www.cedcameroun.org/wp-content/uploads/2016/05/GUIDE-DOBSERVATION\\_-2015.pdf](http://www.cedcameroun.org/wp-content/uploads/2016/05/GUIDE-DOBSERVATION_-2015.pdf)

<sup>149</sup> FAO. 2017. *Evaluation du Programme de la FAO au Cameroun 2013-2017*, Rome, FAO, p. 46.

<sup>150</sup> The SNOIE is developed in line with the ISO 9001 quality standard. It sets up systematic and standardized whistleblowing procedures, with the participation of local NGOs, which receive the information before submitting it to the administration for control. The system provides for the division of the process into phases with CSOs responsible for each phase. It also includes a lobbying action which provides for the publication of reports in the event that complaints are not taken into account by the administration.

<sup>151</sup> It is noted, however, that SNOIE does not bring together a large number of civil society actors because only four NGOs are members.

<sup>152</sup> FAO. 2017. *Evaluation du Programme de la FAO au Cameroun 2013-2017*, Rome, FAO, p. 46.

<sup>153</sup> FAO Bureau regional de la FAO pour l'Afrique, *1er Forum des Etats generaux de la foret, de la faune et des ressources en eau*, Abidjan, 16 Novembre 2015.

<sup>154</sup> FAO, *Evaluation du Programme de la FAO en Cote d'Ivoire 2012-2016*, Rome, Aout 2017, p. 33.

<sup>155</sup> Lessons from the MICCA pilot project in Kenya. FAO, 2015. <http://www.fao.org/3/a-i4396e.pdf>

promoted improved fodder and cattle management, which resulted in increased milk production.<sup>156</sup>

97. In the **Kingdom of Saudi Arabia**, FAO's work on Fish farming development focused on strengthening by providing further support for the development of aquaculture. FAO organized 22 training events involving more than 500 participants. Extension activities are undertaken by the project, however, were ad hoc, without a carefully considered strategy to reach different categories of stakeholders including the private sector.<sup>157</sup>
98. The project (UTF/SAU/048/SAU) produced several publications, guidelines and training manuals, including the manual on High-Density Polyethylene (HDPE). Nonetheless, except for the atlas for identifying appropriate cage culture zones in the Red Sea, it is unclear to which extent any of the publications influenced particular activities or decision-making processes at any level.<sup>158</sup>
99. In **Niger**, FAO also conducted training of trainers on the Farmers Field Schools approach in collaboration with the NGO Vétérinaires sans frontières (VSF) - Belgium.<sup>159</sup> The themes discussed were management, feeding, care, and rational exploitation of herds. The project set up nine FFSs for a total of 243 beneficiaries in four sites (Dosso, Boboye, Dakoro, Abalak). FAO has consolidated experience in the Farmers Field School approach, which has been developed in East Africa, particularly in Kenya, Uganda, and Ethiopia.<sup>160</sup>

### SO 3 - Reduce rural poverty

100. In **Bangladesh**, FAO has contributed to enhanced access to productive resources, quality inputs, and high-value markets. It has provided systematic training on the technical aspects of improved production. In several projects, capacity development through extension services and linkages with producers and private companies enhanced women's access to quality inputs and high-value markets for sustainable animal health services and production.<sup>161</sup>
101. In the **Dominican Republic**, FAO has achieved significant success in its collaboration with national and local stakeholders on topics such as school feeding and nutrition education. The organization has provided technical assistance and capacity development to the Ministry of Education and the Student Welfare Institute to implement the reformed National School Feeding Programme.<sup>162</sup> FAO has supported cross-sectoral coordination at a decentralized level (Education, Agriculture, Health, Social Protection) with the participation of civil society and local authorities.<sup>163</sup>

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<sup>156</sup> FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. p. 26.

<sup>157</sup> Policy-makers, extension workers and the private sector.

<sup>158</sup> FAO, *Evaluation of FAO's technical cooperation assistance in the Kingdom of Saudi Arabia*, Rome, October 2016, p. 44.

<sup>159</sup> In 2012 within the framework of projects SAERL et APELDA.

<sup>160</sup> FAO. 2016. *Evaluation du Programme de la FAO au Niger*, Rome, FAO. p. 47.

<sup>161</sup> Refer to *Food Security through Enhanced Agricultural Production Diversified Sources of Income, Value Addition and Marketing in Bangladesh* (GTFS/BGD/041/ITA), *Improving Food Security of Women and Children by Enhancing Backyard and Small-scale Poultry Production in the Southern Delta Region* (GCP/BGD/048/USA), and *Integrated Agriculture and Health-based Interventions for Improved Food and Nutrition Security* (GCP/BGD/049/USA).

Cf. FAO. 2017. *Evaluation of FAO's Contribution to Bangladesh*, Rome, FAO, pp. 46, 58.

<sup>162</sup> At the local level, the program has already been implemented in 70 schools in the province of Monte Plata.

<sup>163</sup> FAO. 2018. *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, FAO. p. 22.

102. In **Guatemala**, FAO has worked mostly with producer organizations, cooperatives, and leading associations,<sup>164</sup> including the Community Development Councils (COCODES), in technical training activities and in promoting good agricultural practices.<sup>165</sup>
103. In the Kyrgyz Republic, FAO engaged with the Jalalabad-based NGO Rural Advisory Services in 2011 in the framework of the project "The capacity building for national forest and tree resource assessment and monitoring" (TCP/KYR/3204) and trained 25 advanced local farmers to establish and run a Farmer Field School.<sup>166</sup>
104. In **Mexico**, under the priority *Support for the National Crusade Against Hunger/ National Mexico Without Hunger Program*, FAO contributed to poverty reduction in rural areas, improve food security and increased productive supply, and access to food. In particular, through the Special Program for Food Security (SPFS)<sup>167</sup> productive projects were carried out with vulnerable groups. Capacity-building activities on relevant topics on food security and nutrition to serve small rural producers in sustainable production and income generation were carried.<sup>168</sup>
105. In **Myanmar**, FAO achieved promising but limited results in the dairy sector through the regional intervention entitled "Smallholder dairy development in Bangladesh, Myanmar, and Thailand."<sup>169</sup> It aimed at empowering smallholder milk producers by enhancing productivity and market access. The farmers benefitted from the training, which focused on improving the production and quality of milk.<sup>170</sup>
106. In **Nicaragua**, FAO's efforts concentrated at meeting the needs and priorities of family farming families mostly made up of poor and impoverished producers. Since 2016, FAO's support to the National System of Protection, Consumption, and Commerce (SNPCC) institutions has focused on the institutional capacity building through the development of a broad capacity building program. Through the execution of the program and its 26 training workshops, civil servants and servants, producers, and producers of family and indigenous agriculture, teachers, and university students<sup>171</sup> received training in the areas of innovation, research and technological transfer, agribusiness, among others.<sup>172</sup>
107. Notably, FAO's responded to the needs of producers who did not have access to improved seeds for the sowing of basic grains through *the Community Seed Banks Program*.<sup>173</sup>

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<sup>164</sup> These include associations of agroforestry producers; 60 associations and cooperatives of coffee producers (i.e., ANACAFÉ, ADIESTO, ADAT); associations of seedlers (i.e., ATESCATEL, APALH); associations Indigenous (i.e., Wajxaquib'Noj Indigenous Ombudsman, ASORECH) and irrigation associations. FAO also signed a cooperation agreement with We Effect, a Swedish non-governmental organization (NGO), to strengthen and empower rural organizations and institutions.

<sup>165</sup> FAO. 2017. *Evaluacion de Programa Pais, Guatemala 2013-2016*, Rome, FAO, p. 26.

<sup>166</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Kyrgyz Republic*, Rome, FAO, p. 26.

<sup>167</sup> Programa Especial para la Seguridad Alimentaria (PESA)

<sup>168</sup> FAO's activities carried out within the framework of this priority were very appropriate to address the problem of food insecurity through income generation, increased productive supply, and access to food.

<sup>169</sup> The project was allocated USD 7.2 million in a partnership of CFC, FAO and APHCA with significant in kind support by the countries. Participants were smallholders, livestock departments, private sector and NGOs.

<sup>170</sup> Smallholders adopting improved practices reported on average, a 20 percent improvement in milk production, reduced post-harvest losses, and received better prices for the improved milk quality.

See FAO. 2017. *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, FAO, p. 40.

<sup>171</sup> The training reached 6,351 people of which 3,121 are women.

<sup>172</sup> FAO. 2018. *Evaluacion del Programa de la Cooperacion de la FAO en Nicaragua 2013-2016*, Rome, FAO, p.36.

<sup>173</sup> The Community Seed Banks have contributed to the rescue, conservation, and supply of the seed to its members and other non-member producers. Also, efforts have been made for the improvement of the yields of their crops. In addition, the participatory Phyto-improvement processes that have allowed Community Seed Banks

108. Also, the *Solidarity Program for Healthy Patios (PSPS)* responded to the need to improve the food security of low-income families and is mainly aimed at women. In the area of fisheries, the *technological transformation program* of lobster fishing focused on solving the problem faced by fishermen who practice diving as a fishing method and make better use of lobster.<sup>174</sup>
109. Land tenure security is the basis for sustainable agricultural development, which requires a long-term investment in the soil resource. FAO has supported civil society organizations and, in particular, to the Democratic Rally of Women in **Niger**. In 2015 the organization funded a capacity-building project for civil society, which enabled the training of 15 trainers at the national level and 50 trainers at the level of Dosso and Tillaberi regions on the Voluntary Guidelines for Responsible Governance of Land Tenure in Niger.<sup>175</sup>
110. In **Pakistan**, FAO also worked with provincial, national and international NGOs.<sup>176</sup> FAO has entered into a memorandum of understanding with the Pakistan Poverty Alleviation Fund, the largest apex organization for community-driven development in the country, for channeling resources to community organizations that need assistance after the closure of the FAO program in certain districts. At the district level, FAO organized district coordination committees with the participation of the NGOs working in the district.<sup>177</sup>
111. In Sindh, FAO implemented its projects activities through NGOs and local organizations.<sup>178</sup> FAO also developed the capacity of community organizations in Sindh for agricultural and value chain development.<sup>179</sup>

#### **SO 4 – Enable inclusive and efficient agricultural and food systems**

112. FAO has demonstrated good collaborations under SO4, working with a diversity of partners ranging from government counterparts to civil society organizations. The significant areas of the partnership were policy dialogue, data, and knowledge sharing linked to international agreements and trade governance issues.<sup>180</sup> There have been some good examples of involvement with the private sector and NGOs in terms of work on value-chain development at the country level. FAO supported the Cassava value chain in Barbados, the

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to conserve their Creole seeds, and generate new varieties. FAO has accompanied the National Institute of Agricultural Technology (INTA) in the implementation of this technology transfer strategy through the regional project “Strengthening rural extension systems for family farming”. FAO. 2018. *Evaluacion del Programa de la Cooperacion de la FAO en Nicaragua 2013-2016*, Rome, FAO, pp. 35, 64.

See FAO. 2018. *Evaluacion del Programa de la Cooperacion de la FAO en Nicaragua 2013-2016*, Rome, FAO, pp. 61 - 62.

<sup>174</sup> Cf. GCP/RLA/173/BRA, *Strengthening of dialogue spaces between FAO, Governments and Civil Society* FAO. 2018. *Evaluacion del Programa de la Cooperacion de la FAO en Nicaragua 2013-2016*, Rome, FAO, p. 35, 86.

<sup>175</sup> FAO. 2016. *Evaluation du Programme de la FAO au Niger*, Rome, FAO. pp. 64 -65.

<sup>176</sup> This collaboration covered several areas, including nutrition, health, and hygiene, education and training, provision of electricity, women’s empowerment and kitchen gardens, and irrigation.

<sup>177</sup> FAO. 2017. *Evaluation of FAO’s Contribution to the Islamic Republic of Pakistan, 2012-2017*, Rome, FAO, p. 27-28.

<sup>178</sup> These implementing partners brought empathy, local knowledge, managerial skills and a degree of technical expertise.

<sup>179</sup> FAO. 2017. *Evaluation of FAO’s Contribution to the Islamic Republic of Pakistan, 2012-2017*, Rome, FAO, p. 28.

<sup>180</sup> FAO. 2017. *Evaluation of FAO’s Contribution to Strategic Objective 4: Enabling Inclusive and Efficient Agricultural and Food Systems (SO4): Review of the Implementation of FAO’s Strategy for Improving Food Safety Globally*, Rome, FAO. p. 40.

Safe Vegetables value-chain project in Viet Nam, which linked farmers to supermarkets, and collaborations with coffee and cacao cooperatives in Bolivia.<sup>181</sup>

113. As part of a sub-regional initiative, **Cameroon** benefited from intervention in support for horticulture in urban and peri-urban areas on two sites (Yaoundé and Foubot) aimed at improving technical routes through the FFS approach and promoting consultations between producers and buyers.<sup>182</sup> Also, FAO conducted a diagnostic study on the development of fruit growing, which was followed by the training of producers and the establishment of orchards in six sites.<sup>183</sup>
114. FAO has involved civil society organizations in an initiative to develop the cassava value chain for the introduction of the Inclusive Business Model (IBM) approach. The objective of the IBM approach is to strengthen the purchasing power of the small producer on the local market by enhancing relationships between small producers and buyers in a win-win business relationship. Through this project, five local NGOs received training on the IBM approach and then formed producer groups. It introduced processing units through *IR2 Initiative conference on the sustainable intensification of production and marketing via the integrated management of agricultural landscapes*. The project directly supported eight producer groups.<sup>184</sup>
115. This opportunity to acquire new knowledge and skills has enabled one of these NGOs, which has a good understanding of the territory and a long experience in the field of food security, to take ownership of this new approach and then disseminate the IBM approach beyond the FAO project.<sup>185</sup>
116. Another positive example of collaboration with civil society is the support provided by FAO to the National Concertation of Peasant Organizations in Cameroon (CNOP-CAM), one of the leading producer organizations in the country.<sup>186</sup>

## **SO 5 – Increase the resilience of livelihoods to threats and crises**

117. NGOs and producer organizations are often used as mere 'implementing partners.' However, the best of them are endowed with complementary capacities to those of FAO, particularly relating to outreach, community mobilization capacity, extension, and advocacy form knowledge-rich environments.<sup>187</sup>
118. The IPM program has produced trainers available for the Government, donors, and NGO-funded projects.<sup>188</sup> The FFS approach continues to be used by other agencies and NGOs, adapted as needed to suit their purposes. Currently, the FFS approach is being applied by FAO in some other projects such as the GEF-funded Life and Nature project in support of

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<sup>181</sup> FAO. 2019. *Synthesis of findings and lessons learnt from the Strategic Objective Evaluations*, Rome, FAO, pp. 32 - 33.

<sup>182</sup> The support included integrated pest management, developed hydraulic management techniques and the supply of inputs for production See FAO. 2017. *Evaluation du Programme de la FAO au Cameroun 2013-2017*, Rome, FAO, p. 31.

<sup>183</sup> The intervention had a budget of USD 394,000, supported 56 individuals and five producer groups. Groupements d'initiative commune (GIC) received support for the creation of orchards.

<sup>184</sup> FAO. 2017. *Evaluation du Programme de la FAO au Cameroun 2013-2017*, Rome, FAO, p. 31.

<sup>185</sup> FAO. 2017. *Evaluation du Programme de la FAO au Cameroun 2013-2017*, Rome, FAO, pp. 27- 28, 31, 35.

<sup>186</sup> FAO. 2017. *Evaluation du Programme de la FAO au Cameroun 2013-2017*, Rome, FAO, pp. 27- 28.

<sup>187</sup> FAO. 2016. *Evaluation of FAO Strategic Objective 5 (SO5), Increase the resilience of livelihoods to threats and crises*, Rome, FAO. p.12.

<sup>188</sup> In 2017, there are 1 399 master trainers (389 women), 3 256 farmer trainers (153 women), and 256 145 trained farmers (127 444 women).

capacity development on climate-smart agriculture (CSA) techniques, the Swedish-funded Pesticide Risk Reduction project and the European Union-funded project implementing Systems of Rice Intensification action research activities within the context of the National IPM Programme.<sup>189</sup>

## 4.5 Policy dialogue

119. FAO's overall comparative advantage includes convening power - its ability to facilitate, promote, and support processes of public policy dialogue,<sup>190</sup> high visibility, data custodianship, and statistical strength, technical capacity in several areas of importance in the global debate on nutrition.<sup>191</sup> Also, the Organization's role in facilitating and coordinating many multi-sectoral initiatives, its inputs, and technical contribution to policy processes and the demonstrated expertise in project formulation, management, and implementation earned the confidence of development partners.<sup>192</sup>

### SO 1 - Help eliminate hunger food insecurity and malnutrition

120. There are very few formal partnerships with NGOs or CSOs at the country level under SO1. The CSO partners are often engaged during policy consultation processes when approved by governments. Indeed, the majority of the CSOs involved in FAO's projects and programs are cooperatives and producer associations engaged as project deliverers or beneficiaries.<sup>193</sup>
121. The **Committee on World Food Security** (CFS) permanent Secretariat is located in FAO.<sup>194</sup> Since its reform in 2009, the CFS includes a High-Level Panel of Experts on Food Security and Nutrition as its science-policy interface, as well as representation from civil society and the private sector. It is now recognized to be the foremost inclusive international and intergovernmental platform for stakeholders to work together in support of country-led processes towards food and nutrition security.

### SO 2 - Make agriculture, forestry and fisheries more productive and sustainable

122. FAO has a broad portfolio of activities that illustrate effective positioning to meet global needs and strong alignment to SO2. FAO has used its convening power and normative mandate and drawn on partnerships to communicate actively about sustainability.<sup>195</sup> At the country level, FAO has ensured that sustainability is addressed in many of the national

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<sup>189</sup> FAO. 2018. *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, FAO, pp. 20 - 21.

<sup>190</sup> The convening power is also perceived as one of FAO's main comparative advantages at country level, where stakeholders generally recognized that FAO plays an important role in bringing different sectors and actors together to discuss FNS-related issues, as well as to impulse policy design and implementation at both national and local levels.

At the global level the evaluations of FAO's knowledge function (2015) and of FAO's policy work (2012), together with the MOPAN review (2014) confirm FAO's strength as a global convener of governments, experts, scientists, private sector and civil society in FNS.

See FAO. 2018. *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, FAO. p. 25. Cf. FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, p. 36.

<sup>191</sup> I.e., agriculture, food systems, food safety.

<sup>192</sup> Cf. FAO. 2017. *Evaluation of FAO's Contribution to Bangladesh*, Rome, FAO, p. 59.

<sup>193</sup> FAO. 2018. *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, FAO. p. 30.

<sup>194</sup> <http://www.fao.org/cfs>

<sup>195</sup> It contributed to working papers and strategies on sustainable production in the global and regional working groups and multi-stakeholder platforms in which it participates.



- coordination groups that it contributes to or leads.<sup>196</sup> In Latin America, FAO has used its neutrality and its strong links to local governments and civil society organizations to influence policies on sustainability.<sup>197</sup>
123. In September 2014, FAO hosted the 1st International Symposium on Agroecology for Food Security and Nutrition attended by government representatives, researchers, civil society, the private sector, and the United Nations system.<sup>198</sup> The symposium provided an opportunity to discuss the contribution of agroecology to sustainable food and agriculture systems. It encouraged FAO to further promoting and supporting increased adoption of agroecological approaches in national activities and interventions.<sup>199</sup>
  124. Building on its outcomes, FAO facilitated a Global Dialogue that involved approximately 1 350 multi-stakeholder participants from 162 member countries, taking part in a series of regional meetings in 2015 and 2016<sup>200</sup> to discuss a diversity of perspectives, experiences, and approaches to agroecology.<sup>201</sup>
  125. In 2016, FAO organized an international symposium on the role of agricultural biotechnologies in sustainable food systems and nutrition, which was attended by delegates from Member Countries, intergovernmental organizations, private sector, civil society, producer organizations, academia, and research institutions. The symposium addressed issues related to the crop, livestock, forestry, and fishery sectors, covering a broad range of biotechnologies.<sup>202</sup>
  126. In 2017, two successful regional meetings on agricultural biotechnologies had been organized by FAO in **Malaysia**<sup>203</sup> and **Ethiopia**.<sup>204</sup>
  127. The Global Agenda for Sustainable Livestock (GASL) is a partnership of livestock sector stakeholders forum enabling livestock sector actors to align themselves with a sustainability agenda.<sup>205</sup>
  128. In **Bangladesh**, a consultative process on the development of the Country Investment Plan (CIP) for Environment, Forestry, and Climate Change sectors started with a consultation workshop with more than 100 officials from different ministries, implementing agencies, development partners, academic institutions, research organizations, and NGOs. The project also organized CIP consultation workshops at the subnational level in five divisions of the country. These consultations validated the contents of the draft CIP.<sup>206</sup>

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<sup>196</sup> I.e., in Kenya, Kyrgyzstan, Lao PDR, Morocco, Viet Nam, and Rwanda.

<sup>197</sup> FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. pp. 31 -32.

<sup>198</sup> <http://www.fao.org/3/I9021EN/i9021en.pdf>

<sup>199</sup> <http://www.fao.org/3/a-i4327e.pdf>

<sup>200</sup> <https://agrinatura-eu.eu/2018/04/second-international-symposium-on-agroecology/>

<sup>201</sup> FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. p. 8

<sup>202</sup> FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. p. 8

<sup>203</sup> It was attended by over 200 people from 41 countries.

<sup>204</sup> It attended by about 160 participants from 37 Sub-Saharan countries.

See FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. p. 8.

<sup>205</sup> Evaluation of the project GCP/GLO/360/MUL "Building a global agenda of action in support of sustainable livestock sector development." Cf. FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. p. 8

<sup>206</sup> FAO. 2017. *Evaluation of FAO's Contribution to Bangladesh*, Rome, FAO, p. 39.

129. In **Cambodia**, FAO's role as a convenor is recognized by civil society representatives. NGOs are represented on the technical working groups, FAO's coordination of the TWG on agriculture and water.
130. From a thematic/sector perspective, in the forest sector, FAO has promoted active inclusion of NGOs and civil society organizations in multistakeholder discussions on REDD+, and with the forest tenure TCP. Also, there has been an active collaboration on forest policy dialogue related to forest landscape restoration. <sup>207</sup>
131. In **Kenya**, FAO worked through the civil society organizations (CSOs) in the land sector in the reform agenda. However, FAO engaged them on an ad hoc basis. It resulted in the slow pace of the adoption of the National Land Policy and related Bills. <sup>208</sup>
132. In **Myanmar**, FAO supported the government in the formulation of the National Plan of Action for Food and Nutrition (NAPA).<sup>209</sup> Moreover, FAO involvement was crucial in the endorsement of the National Seed Policy by national parliament and came into effect in August 2016. The policy is being used to strengthen the national seed industry, which includes both public and private seed industry. It assures **all farmers** of continuous access to quality seeds that are suitable for their needs. In addition, the National Seed Policy is a framework for seed production, certification, and marketing systems. FAO in its work on community forestry has engaged in the Voluntary Partnership Agreement process through collaboration with the government, private sector, and civil society to address deforestation, which is another main priority of the forestry sector. <sup>210</sup>

### SO 3 - Reduce rural poverty

133. There is an increasing appreciation of FAO's potential role in social protection and decent rural employment and recognition of its enduring role in facilitating access and empowerment of vulnerable groups. In some countries, FAO's efforts to broaden the dialogue with a range of non-traditional partners, including strategically engaging with civil society organizations representing farmers and other vulnerable groups.<sup>211</sup> FAO has formalized its collaboration with **India's Self Employed Women's Association**,<sup>212</sup> and **We Effect**<sup>213</sup> to boost rural development and reduce poverty via local initiatives focused on empowering rural women and youth. <sup>214</sup>
134. In 2014-15, FAO contributed to the strengthening of producer organizations and their participation in policy dialogue, and to providing poor households with access to services,

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<sup>207</sup> FAO. 2018. *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, FAO, p. 39.

<sup>208</sup> FAO. 2018. *Evaluation of FAO's Contribution to the Republic of Kenya*, Final Report, Case Study, Rome, FAO, p. 14.

<sup>209</sup> Myanmar was part of FAO regional project on "Support to the European Commission programme on linking information and decision-making to improve food security for selected greater Mekong subregional countries (GCP/RAS/247/EC)", NPAFN was an outcome under this project. Cf. FAO, *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, November 2017, p. 37.

<sup>210</sup> The FAO-EU Forest Law Enforcement, Governance and Trade Programme, and the Forest Farm Facility have facilitated FAO engagement in the community forestry.

<sup>211</sup> Please refer to Annex 3, section 4.3; Annex 4, section 3.4; and, Annex 5, section 3.5, for further details.

<sup>212</sup> FAO and India's SEWA join efforts to empower rural women and youth. Available at: <http://www.fao.org/news/story/en/item/433019/icode/>

<sup>213</sup> Sweden's We Effect and FAO to support small-scale forest and farm producer. Available at: <http://www.fao.org/partnerships/cooperatives/news/news-article/en/c/327687/>.

<sup>214</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Reduction of Rural Poverty through Strategic Programme 3 (SO3)*, Rome, FAO. pp. 19-20.



inputs, and technologies.<sup>215</sup> In social protection, FAO strengthened partnerships with key actors and provided policy advice on national and regional levels, including through the generation of evidence on the productive impact of social protection and on strengthening policy linkages between social protection and agriculture.<sup>216</sup>

135. In **Nicaragua**, FAO has supported the establishment of coordination spaces between the institutions that make up the National System of Protection, Consumption, and Commerce (SNPCC), and other organizations. The organization has guided them in the execution of different institutional strengthening initiatives and the implementation of projects in specific areas related to their functions. Concretely, FAO coordinated efforts of the local and national government bodies<sup>217</sup> and family farming producers grouped in 21 cooperatives and production centers, for the implementation of the pilot model of public purchases of food from family farming for school snacks in the municipality of Tuma La Dalia.<sup>218</sup> Also, it provided multi-actor coordination for the implementation of the National System of Agricultural Innovation and Research (SNIIA), a space composed of Universities, Producers, Producers, private sector, and Institutions of the National System of Protection, Consumption, and Commerce (SNPCC).<sup>219</sup>
136. Also, FAO also supported the holding of 10 consultations between producers, representatives of family farming and the private sector, and two graduates in agro-meteorology and agroecology, with emphasis on food security, coordinated by National Agrarian University (UNA), and to which 56 civil servants participated.<sup>220</sup>

#### **SO 4 - Enable inclusive and efficient agricultural and food systems**

137. The diversity of activities under SO4 implies that a variety of partners, extending beyond the traditional lead partnership with the Ministry of Agriculture can be identified. Notably in **the Food for the Cities program**, and the project **“Developing Sustainable Food Systems for Urban Areas,”** the work is guided by multi-stakeholder platforms, including the local government of various levels, civil society, farmers, marketers, and others. FAO is assisting the groups in institutionalizing programs via legislation and budgetary allocations in local government. FAO’s recent initiative with the EIF processes in Africa is also a welcome step in efforts to improve coherence and coordination between agricultural and trade policy formulation.<sup>221</sup>
138. In the **Kingdom of Cambodia**, FAO has been supporting the Ministry of Agriculture, Forestry, and Fisheries with the formulation of several sector policies and strategies such as the ASDP, the Agricultural Sector Master Plan, and has contributed to the formulation

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<sup>215</sup> FAO assisted with policy support, the formulation and implementation of models for youth employment, and young people’s engagement in agriculture, as well as in extending the application of international labor standards to rural areas, particularly for child labor prevention.

<sup>216</sup> SP3 High Level Work Plan for 2018-21 (August 2016).

Cf. FAO. 2017. *Evaluation of FAO’s Contribution to the Reduction of Rural Poverty through Strategic Programme 3 (SO3)*, Rome, FAO. p. 10.

<sup>217</sup> These included the Ministry of Education (MINED), the Ministry of Community, Cooperative and Associative Family Economy (MEFCCA), National System of Protection, Consumption, and Commerce (SNPCC), Ministry of Health (MINSa), City Hall, School Feeding Committees (CAES).

<sup>218</sup> FAO. 2018. *Evaluación del Programa de la Cooperación de la FAO en Nicaragua 2013-2016*, Rome, FAO, p. 26.

<sup>219</sup> FAO. 2018. *Evaluación del Programa de la Cooperación de la FAO en Nicaragua 2013-2016*, Rome, FAO, p. 26.

<sup>220</sup> FAO. 2018. *Evaluación del Programa de la Cooperación de la FAO en Nicaragua 2013-2016*, Rome, FAO, p. 36.

<sup>221</sup> FAO. 2017. *Evaluation of FAO’s Contribution to Strategic Objective 4: Enabling Inclusive and Efficient Agricultural and Food Systems (SO4): Review of the Implementation of FAO’s Strategy for Improving Food Safety Globally*, Rome, FAO p. 35.

of the Agriculture Extension Policy and Seed Policy. Also, FAO Cambodia has supported the formulation of several relevant laws.<sup>222</sup> The FAO garnered support from the Asian Development Bank, and some NGOs for the draft Agricultural Land Law then went through internal discussions within government institutions. Nonetheless, it was finally canceled in 2017 by the Government.<sup>223</sup>

139. In **Niger**, FAO has a recognized role in supporting agricultural input supply and distribution systems. Its contribution to training and involving relevant actors among which CSOs, has helped strengthen the national seed system and enabled Niger to have a Seed Law. Also, through the "Inputs" and Intensification of agriculture by strengthening input shops cooperatives (IARBIC) projects, the Organization has contributed significantly to creating and expanding the networks of input shops, improving the availability of fertilizers at the national level.<sup>224</sup>

## 4.6 Joint Use of Resources in Emergency Situations

### SO 5 - Increase the resilience of livelihoods to threats and crises

140. Partnerships established at the global level include joint work with **IFRC** around early warning/early action and forecast-based financing, as well as around specific resilience tools such as the *caisses de résilience*.<sup>225</sup> With **World Vision International**, FAO is stepping up its work at the country level on Climate-Smart Agriculture and nutrition-sensitive resilience programming.<sup>226</sup>
141. In **Myanmar**, the results of the analysis of partnerships in Rakhine showed that FAO Myanmar was in a small but closely connected network, which remains somewhat isolated from more extensive and more actively coordinating networks.<sup>227</sup> An additional analysis of the **implementing partners** of FAO's **emergency projects** and its letters of agreement mechanism showed an almost proportional distribution of engagement with the national/international NGOs and the government.<sup>228</sup>
142. In **Niger**, emergency projects are managed directly by FAO with the involvement of NGOs and decentralized technical services for their implementation.<sup>229</sup> The Food Security Cluster and the National disaster prevention and management system and food crises (DNPGCCA) consultation frameworks involve different participants.

<sup>222</sup> I.e., The Animal Health and Production Law was passed in 2016. The Law on the Management of Pesticides and Fertilizers was adopted in 2012. The draft Plant Protection and Quarantine Law is now in the final stage of discussion at the Council of Minister.

<sup>223</sup> FAO. 2018. *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, FAO, p. 20.

<sup>224</sup> FAO. 2016. *Evaluation du Programme de la FAO au Niger*, Rome, FAO. pp. 4, 48.

<sup>225</sup> Also, stand-by Partnership Agreements with organizations such as the Norwegian Refugee Council, RedR Australia, and the Danish Refugee Council provide human resources capacity in critical and under-staffed areas of work, such as resilience advisors, gender or cluster coordination. The Norwegian Refugee Council (NRC), in particular, has expressed a keen interest in resilience. It is supporting Resilience Experts in Senegal, Philippines, Kenya, and Samoa, recognizing FAO as one of the lead UN agencies in this field.

<sup>226</sup> FAO. 2016. *Evaluation of FAO Strategic Objective 5 (SO5), Increase the resilience of livelihoods to threats and crises*, Rome, FAO. p. 55.

<sup>227</sup> The analysis was conducted through Social Network Analysis using data from the Myanmar Information Management Unit, which was validated through field interviews. Cf. FAO. 2017. *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, FAO, p. 35.

<sup>228</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, FAO, p. 35.

<sup>229</sup> FAO. 2016. *Evaluation du Programme de la FAO au Niger*, Rome, FAO. p. 28.

143. Several national NGOs that participate in the Food Security Cluster Cluster consider that they do not have access to the National disaster prevention and management system and food crises (DNPGCCA).<sup>230</sup> For these NGOs, the Food Security Cluster as a framework for reflection and technical advice, complementary to the National disaster prevention and management system, and food crises, which can be consulted by the management system for technical advice before making decisions at the level of the Coordinating Committees.<sup>231</sup>

## 4.7 Normative activities

144. The FAO leadership position in the area of its mandate and its role in setting international norms and standards affords the organization opportunities for advocacy. Also, the FAO is well trusted by governments, and this creates an exceptional opportunity for FAO's role in policy support.<sup>232</sup>

### SO 1 - Help eliminate hunger food insecurity and malnutrition

145. FAO support has been appreciated for its capacity to encourage policy convergence on land tenure among different actors and assisted in either drafting new legislation or supporting capabilities for land administration.<sup>233</sup> The Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) promote secure tenure rights and equitable access to land, fisheries, and forests. They are a tool for eradicating hunger and poverty, supporting sustainable development and enhancing the environment. The guidelines were officially endorsed by the Committee on World Food Security on 11 May 2012 and serve as a reference set of principles and internationally accepted norms or practices for the responsible governance of tenure.<sup>234</sup> In promoting the VGGT, it was important to develop partnerships with civil society networks, government and business.<sup>235</sup>
146. The FAO's relationships with both government and civil society have been viewed as an essential determinant for the quality of its support to Voluntary Guidelines on the Governance of Tenure of Land, Fisheries, and Forestry in the context of National Food Security implementation. The most promising results so far were achieved in countries where land reform was already part of the political priorities, and FAO helped raise awareness about the guidelines and build capacity to implement them.<sup>236</sup>

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<sup>230</sup> The value of the Cluster SA is less recognized by the donors or by certain international NGOs that invest themselves in the frameworks of the DNPGCCA and other spaces of discussion, such for example the ECHO Alliance, and participate little or no more at Cluster SA.

<sup>231</sup> These actors identify the value of the SA Cluster in the sharing and dissemination of information (who does what, where), the coordination of actors to avoid overlaps, the sharing of good practices and the formulation of the Strategic Response Plan. Cf. FAO. 2016. *Evaluation du Programme de la FAO au Niger*, Rome, FAO. p. 33.

<sup>232</sup> FAO. 2018. *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, FAO. p. 25.

<sup>233</sup> FAO. 2018. *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, FAO. p. 17-18.

<sup>234</sup> In this context, tenure refers to "how people, communities, and others gain access to natural resources, whether through formal law or informal arrangements. The rules of tenure determine who can use which resources for how long and under what conditions.

<sup>235</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, FAO, p. 45.

<sup>236</sup> FAO. 2019. *Synthesis of findings and lessons learnt from the Strategic Objective Evaluations*, Rome, FAO. p. 32. FAO. 2018. *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, FAO. p. 17-18.

147. The FAO's **Pastoralist Knowledge Hub (PKH)**<sup>237</sup> produced a multiplier effect and acted as a sounding board for the dissemination and operationalization of the VGGT. The PKH identified relevant (pastoralist) partners and alliances and, through localized approaches, supported programmes to 'think pastoralism'.<sup>238</sup> It also supported the VGGT team to quickly and coherently reach out to the pastoralist constituencies through the organization of training and the production of information in local languages.<sup>239</sup>
148. In **Guatemala**, FAO collaborated primarily with government actors<sup>240</sup> and financial institutions.<sup>241</sup> Cooperation with the private sector and civil society organizations has also materialized, with some specific approaches and collaborations, for example, within the framework of the Voluntary Guidelines for Governance and Tenure of Land, Forests, and Fisheries (VGGTs). In addition, dialogue tables were organized with various civil society actors in collaboration with the Coordination of NGOs and Cooperatives of Guatemala (CONGCOOP). This intervention "managed to uncover and raise several" forgotten "aspects and contributed to open a space for political dialogue between various actors related to the agricultural issue." Similarly, the process gave FAO greater visibility and allowed the organizations involved to learn about FAO's work and its possible role in the land tenure issue.<sup>242</sup>
149. In **Myanmar**'s land tenure development context, civil society organization networks were essential in the development of the policy. The Mekong River Land Governance Project (funded by the Swiss Agency for Development and Cooperation) has been very useful in furthering research on better tenure arrangements for people in traditional or customary communities.<sup>243</sup>
150. FAO in 2015 as a result of joint workshops. The May 2015 workshops in Mandalay and Yangon, in particular, were successful in helping civil society organizations to understand the VGGT, as well as how civil society organizations could better engage with government on the development of National Land Use Policy.
151. In Africa, e.g., in **Senegal, Sierra Leone, and Uganda**, national authorities were prioritizing agrarian reforms or considering a land titling effort to strengthen land tenure security within the political agenda.<sup>244</sup>

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<sup>237</sup> See i.e., South Asia Pastoral Alliance (SAPA) Eastern and Southern Africa Pastoral Network (ESAPN) in FAO Pastoralist Knowledge Hub.

<sup>238</sup> Programmes supported by the Pastoralist Knowledge Hub (PKH) include Global Livestock Environmental Assessment (GLEAM), Self-evaluation and Holistic Assessment of Climate Resilience of Farmers and Pastoralists (SHARP), Land Degradation Assessment in Drylands (LADA), the Global Information and Early Warning System (GLEWS), Domestic Animal Diversity Information System (DAD-IS) and the Agricultural Stress Index System (ASIS).

<sup>239</sup> FAO. 2020. *Evaluation of FAO's contribution to the Pastoralist Knowledge Hub: Project codes: GCP/GLO/536/GER and GCP/GLO/611/GER*, Rome, FAO, pp. 18, 29.

<sup>240</sup> The Ministry of Agriculture, Livestock, and Food (MAGA), the Ministry of Education, National Forest Institute, Ministry of Finance, Ministry of Economy.

<sup>241</sup> Central American Bank for Economic Integration, Inter-American Development Bank.

<sup>242</sup> FAO signed a letter of agreement with the Guillermo Toriello Foundation from and other letters of agreement with the Utz Che Association and the community land promoter group to work on the theme of communal lands and the development of teaching materials for your recognition and good governance.

See FAO. 2017. *Evaluacion de Programa Pais, Guatemala 2013-2016*, Rome, FAO, pp. 3, 26.

<sup>243</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, FAO, p. 45.

<sup>244</sup> FAO. 2018. *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, FAO. p. 17-18.

152. In **Uganda**, FAO is helping the cadastre office in Kasese District to issue land titles for customary land in a small pilot project related to the VGGT.<sup>245</sup>

## **SO 2 - Make agriculture, forestry and fisheries more productive and sustainable**

153. Another primary function of FAO is the implementation of agreements, codes of conduct, and technical standards in the areas of its competence. In this area, FAO taking advantage of its comparative advantage in the land tenure issue, and its convening capacity to promote political dialogue with agricultural institutions and actors made an essential contribution to the national agrarian policy through the VGGTs.<sup>246</sup>
154. In **Cambodia**, FAO Regional Office for Asia and the Pacific (RAP) and headquarters have provided extensive support on the community fish refuges project (FAO RAP), on the implementation of the Small-Scale Fisheries guidelines and the development of the EU-CAPFISH project proposal.<sup>247</sup>
155. In **Guatemala**, FAO became a key player in the political dialogues and ally of the Ministry of Agrarian Affairs in the process of reviewing and adapting agricultural policy 2011-2015.<sup>248</sup> It provided providing technical support for the review and adaptation of agrarian policy and promoted political dialogue with civil society, the private sector, and the Guatemalan academia.<sup>249</sup>
156. FAO contribution in forestry policy and legislation came with the Mechanism for Forests and Farms (FFF) project,<sup>250</sup> through which FAO joined a group of actors that achieved the approval of the ProBosque Law, which will allow the allocation of economic and financial resources to various forest management initiatives for thirty years. This process also involved several interest groups in the country in the field of forests, through producers, municipalities, companies, government sectors, NGOs, private sector, academia, cooperatives, and associations of producers, cooperatives, community committees, and community forestry groups of women.
157. In **Honduras**, FAO initiated between 2011- 2012, the process of implementation of the Voluntary Partnership Agreement (VPA) of the European Union for the Application of Forest Law, Governance, and Trade (FLEGT), as a measure to fight against the illegal timber trade.<sup>251</sup>
158. As of 2014, FAO implemented the European Union Support Program for VPA-FLEGT, through which it concluded as agreements with organized civil society associations to

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<sup>245</sup> It was estimated that it would cost over USD 50 million to roll out the same system nationally. Cf. FAO. 2018. Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition, Rome, FAO. p. 22.

<sup>246</sup> FAO. 2017. Evaluacion de Programa Pais, Guatemala 2013-2016, Rome, FAO, p. 31.

<sup>247</sup> FAO. 2018. Evaluation of FAO's Contribution to The Kingdom of Cambodia, Rome, FAO, p. 60.

<sup>248</sup> Approved in 2014 under decree law 372-2014

See [http://www.segeplan.gob.gt/downloads/clearinghouse/politicas\\_publicas/Desarrollo%20Agropecuario/Politica\\_Agraria\\_2014.pdf](http://www.segeplan.gob.gt/downloads/clearinghouse/politicas_publicas/Desarrollo%20Agropecuario/Politica_Agraria_2014.pdf)

<sup>249</sup> FAO. 2017. Evaluacion de Programa Pais, Guatemala 2013-2016, Rome, FAO, p. 31.

<sup>250</sup> It is a global initiative with activities in ten countries whose purpose is to strengthen the organization and capacities of people engaged in forestry activities so that they can participate in political dialogues and decision-making processes at local, regional, and national levels. See FAO. 2017. Evaluacion de Programa Pais, Guatemala 2013-2016, Rome, FAO, p. 11.

<sup>251</sup> FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, p. 49.

strengthen their capacities in matters of governance and implementation of productive forest projects.<sup>252</sup>

159. FAO provided support the **Ivory Coast** in the framework of the application of forestry regulations, governance and trade (FLEGT).<sup>253</sup> FAO provided funding of NGOs for the conduct of activities in support of the FLEGT process, in particular, the development and implementation of a communication plan on the process, the design and the application of an Independent Observation mandated of logging in the classified forest of Cavally (southwest of the Ivory Coast) and the establishment and organization of a platform for civil society which subsequently became a FLEGT-REDD + platform.<sup>254</sup>
160. Also, the institutional and technological capacities of agroforestry cooperatives have been strengthened by using mechanisms for the verification of legality and the promotion of forest products trade.<sup>255</sup>

### SO 3 - Reduce rural poverty

161. Partners have appreciated FAO's efforts at transformation and engagement in new areas, with specific mentions of rural employment and social protection, in Regional Initiatives and country gender assessments.<sup>256</sup>
162. In **Honduras**, the FAO promoted an arduous multidisciplinary process in supporting the School Feeding Law.<sup>257</sup> FAO facilitated the discussion of the proposed law with civil society and other actors in general. Thus increasing ownership, accountability, and sustainability of policy adoption discussion of the proposed legislation with civil society and other actors in general. As a result, the Government of Honduras has adopted the model of sustainable schools under its School Feeding Program, which runs alongside WFP and will be expanded to 2,800 educational centers in the country in 2017.<sup>258</sup>
163. The National Committee of Family Farming supported the formulation of the Family Farming Strategy, the family farmer's registration pilot for public purchases of the Family Farming Program, the approval of the School Feeding Law, the SAN law and the regional platform for public policy dialogue between government and civil society.<sup>259</sup>

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<sup>252</sup> Also, the institutional and technological capacities of the ICF to establish the forest industries module in the Wood Traceability System (SIRMA), as well as those of agroforestry cooperatives, have been strengthened, with mechanisms for the verification of legality and the promotion of forest products trade.

See FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, p. 49.

<sup>253</sup> See projects the ACP-FLEGT FAO PR 45483 "Participatory state of play on the legality of timber and its verification," implemented in 2013 and the implementation of an action strategy to encourage the effective and efficient involvement of all stakeholders involved in the management of forest resources; the EU FAO FLEGT PO 310 992 project "Capacity Building of the Technical Negotiating Committee for a better consideration of the national market (local or domestic) in the VPA and verification of the applicability of the legality grid," aims to advance the VPA negotiation process concerning issues related to the domestic market and the definition of the legality of timber;

the EU FAO FLEGT PO 320 664 project "Support for the drafting of the application texts of the forest code necessary for the implementation of the FLEGT and REDD + processes and capacity building of the two coordination bodies in terms of supply chain control," aims to enable the application of the new forest code.

<sup>254</sup> FAO. 2017, *Evaluation du Programme de la FAO en Cote d'Ivoire 2012-2016*, Rome, FAO, p. 32.

<sup>255</sup> FAO. 2017, *Evaluation du Programme de la FAO en Cote d'Ivoire 2012-2016*, Rome, FAO, p. 32.

<sup>256</sup> FAO. 2019. *Synthesis of findings and lessons learnt from the Strategic Objective Evaluations*, Rome, FAO. p. 32.

<sup>257</sup> The law was approved in September 2016 by the National Congress of Honduras.

See FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, p. 42.

<sup>258</sup> FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, pp. 36 – 37.

<sup>259</sup> FAO. 2017. *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, FAO, p. 42.

164. In **Sierra Leone**, the legal and policy assessment covered the land, fisheries, and forest tenure. Forest tenure assessments were also undertaken in **Mongolia**, **Viet Nam**, and **Uganda** where there have been excellent results on forestry pilot activities.<sup>260</sup>

## 4.8 Advocacy and Communication

165. FAO maintains strong channels of communication with all relevant stakeholders. It is present in multiple coordination fora<sup>261</sup> and participation in dialogue with various ministries, donors, NGOs, the private sector, and other UN agencies.
166. The initiative focusing on pastoralism within FAO, the **Pastoralist Knowledge Hub (PKH)**, contributed to forging partnerships, coordination and cooperation mechanisms in support of the work of pastoralist CSOs, which effectively correspond to the two sides of PKH's portfolio of activities: *external*, with partners and other organizations on specific initiatives, and *internal*, within FAO.<sup>262</sup> The PKH provides an institutional space for connecting and coordinating work on pastoralism. It serves as a channel for delivering information communication and understanding across the pastoralists-science-policy interface. The PKH also strives to provide authoritative advocacy in voicing pastoralists' right for representation in the decisions concerning the future of their livelihoods.

### SO 1 - Help eliminate hunger food insecurity and malnutrition

167. The Hunger-Free Latin American and the Caribbean Initiative Support Project engaged regional bodies, governments, networks of parliamentarians, civil society, and the private sector to promote responsive and cross-sectoral food and nutrition security (FNS) policies, legislations, and programs.
168. FAO has contributed to the development of Plan SAN-CELAC and its gender strategy.<sup>263</sup> The approach contributed to increasing the political commitment of countries in the region to fight against hunger, food insecurity, and malnutrition by deepening the impact of regional and subregional pacts, agreements, plans, and strategies for FNS.<sup>264</sup>
169. In the **Kyrgyz Republic**, FAO project on pistachio and walnuts was successful in raising awareness about innovative and advanced epicotyl and chip-budding grafting techniques, work on the nursery with a closed root system, and the introduction of four walnut varieties with high-yield among tenants, private farmers, and the forestry technicians.<sup>265</sup>

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<sup>260</sup> Following the pilot project the Commissioner of Forests of Uganda expressed her strong commitment to this approach for the aim of greatly increasing the forest cover of the country, which had dropped from 25 percent to 9 percent in the last 25 years. See FAO. 2017. *Final evaluation of the Global Programme to Support the Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (20102 -2016)*, Rome, FAO, p. 26.

<sup>261</sup> These include: OCHA and HCT meetings, the Ad Hoc Liaison Committee with donors, the Association of International Development Agencies, the Local Development Forum, as well as the various Sectors and Working Groups.

<sup>262</sup> FAO. 2020. *Evaluation of FAO's contribution to the Pastoralist Knowledge Hub: Project codes: GCP/GLO/536/GER and GCP/GLO/611/GER*, Rome, FAO, p. 23.

<sup>263</sup> Approved in 2015, the Plan serves as a social policy guideline that can be easily adapted and replicated at country level as well as a platform to channel financial and technical resources. It builds upon the successful FNS initiatives developed by Latin American countries and has become the main roadmap related to SO1 in the region.

<sup>264</sup> FAO. 2018. *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, FAO. p. 16.

<sup>265</sup> See TCP/KYR/3203; TCP/KYR/3306 project documents.



## SO 2 - Make Agriculture, forestry, and fisheries more productive and sustainable.

170. FAO has convened multi-stakeholder partnerships aimed at sharing information and influencing policy, including Global Agenda for Sustainable Livestock, Global Alliance for Climate-Smart Agriculture, the Global Partnership for Climate, Fisheries, and Aquaculture, and the Global Soil Partnership, Collaborative Partnership on Forests and OpenForis.<sup>266</sup>
171. In the **Ivory Coast**, FAO has encouraged the creation of a platform to involve civil society in the FLEGT process. This platform then became a platform dedicated to the FLEGT and REDD + processes. However, it is struggling to play its role because it is confronted with leadership conflicts, generation conflicts, internal and external communication problems.<sup>267</sup>
172. In the Near East, the Water Scarcity Initiative<sup>268</sup> has been considered by external stakeholders as an effective platform in organizing and communicating FAO's work in a specific thematic area with a clear narrative, and by compiling several initiatives into a cohesive program.
173. The resonance of the Water Scarcity Initiative, coupled with the promotion of Sustainable Food and Agriculture (SFA) vision by the SP2 team, has positively and substantially impacted FAO's contributions in **Morocco** by promoting and funding national assessments of water resource use and related interventions to develop more efficient water management. Also, the initiative was effective in the strengthening of some partnerships and the establishment of new ones with the Arab Water Council.<sup>269</sup>
174. In **Pakistan**, the TAD officers within the provincial Livestock and Dairy Development Departments have been very effective in raising awareness and providing information on TADs and the correct response and monitoring procedures. In some situations, the FAO projects have provided training through non-governmental organizations and community-based organizations.<sup>270</sup>

## SO 3 - Reduce rural poverty

175. At the level of **Ivorian civil society**, several CSOs are in place to monitor the progress of the implementation of the 1998 land law.<sup>271</sup> FAO participated in the civil society platform meetings (as a national land expert) and financed in 2015 the workshop for sharing the preliminary draft rural land policy declaration organized by the Center for Research and Action for Peace (CERAP).<sup>272</sup>

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More than 400 beneficiaries from Jalal-Abad, Osh, Batken, and Bishkek (farmers, foresters, tenants) took part in capacity building on these innovative methods, as well as fruit quality improvement, enhanced marketing and value chain issues. Cf. FAO. 2017. *Evaluation of FAO's Contribution to the Kyrgyz Republic*, Rome, FAO, p. 24.

<sup>266</sup> FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. p. 30.

<sup>267</sup> FAO. 2017, *Evaluation du Programme de la FAO en Cote d'Ivoire 2012-2016*, Rome, FAO, p. 34.

<sup>268</sup> It facilitated the positioning of FAO as a convener and a leading Organization in technical assistance on water use in agriculture.

<sup>269</sup> FAO. 2018. *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, FAO. p. 35.

<sup>270</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Islamic Republic of Pakistan, 2012-2017*, Rome, FAO, p. 55.

<sup>271</sup> I.e., the Center for Research and Action for Peace (CERAP), INADES or Audace-Institut-Afrique (AIA), encountered during the evaluation, met in an ALERT-Foncier Platform. ALERT-Foncier as Free Association of Experts and Reformers on the Land Theme.

<sup>272</sup> FAO. 2017, *Evaluation du Programme de la FAO en Cote d'Ivoire 2012-2016*, Rome, FAO, p. 51-52.



176. In the **Kyrgyz Republic**, sustainability of the pesticide management projects at the country level is expected to be secured through awareness-raising activities, workshops, training, round table meetings, and the exchange of experiences among all the involved stakeholders.
177. The ongoing project GCP/RER/040/EC plans to ensure sustainability of its results through establishing close linkages with the FAO locust program in the region, the UNEP GEF program on promotion of alternatives to obsolete pesticides, and NGO partners who are very active in the area and work on pesticides management.<sup>273</sup>

#### **SO 4 - Enable inclusive and efficient agricultural and food systems**

178. In **Bangladesh**, the safe value chain cluster focused on establishing a food safety culture in society and strengthening food safety advocacy.<sup>274</sup> A comprehensive package of awareness materials was prepared and disseminated in primary schools in 17 districts and covered more than three million children, with emphasis on 'five keys to safer food.' The Bangladesh Safe Food Network was formed out of the cluster's activities and brought together five NGOs for cooperation on food safety.<sup>275</sup>
179. In **Guatemala**, Helvetas has adopted the method of "Markets for the Poor" (MPP-ASM)<sup>276</sup> as a systemic strategy to improve market access for small producers. It affords a good understanding of the markets and, of the causes, which hinder their proper functioning.<sup>277</sup>
180. In **Myanmar**, ECTAD distributed awareness-raising materials to farmers including in poultry production zones, and to traders at live bird markets in partnership with the Livestock Breeding and Veterinary Department and sectoral groups such as the Myanmar Livestock Association and Market Development Committees.<sup>278</sup>
181. In **Timor-Leste**, FAO launched a country-wide awareness campaign—Save Food Campaign—which attracted a range of stakeholders by making an explicit link between post-harvest losses and wasting food. Also, FAO piloted the use of souvenir food packages to a group of tomato farmers. As a result, the targeted group managed to reduce post-harvest losses by half, and after the pilot, they adopted the use of souvenir food packages.<sup>279</sup>

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<sup>273</sup> Blacksmith Institute, Green Cross, Miliekontakt and the International HCH and Pesticides Association Forum See FAO. 2017. *Evaluation of FAO's Contribution to the Kyrgyz Republic*, Rome, FAO, p. 29.

<sup>274</sup> The target segments for the initiative were women (key food preparers in households), school children and teachers, and social leaders.

<sup>275</sup> FAO. 2017. *Evaluation of FAO's Contribution to Bangladesh*, Rome, FAO, p. 46.

<sup>276</sup> "Mercados para Pobres" (MPP-ASM)

<sup>277</sup> FAO. 2017. *Evaluacion de Programa Pais, Guatemala 2013-2016*, Rome, FAO, p. 52.

<sup>278</sup> FAO. 2017. *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, FAO, p. 46.

<sup>279</sup> FAO. 2019. *Evaluation of FAO's contribution to the Democratic Republic of Timor-Leste 2015-2018*, Rome, FAO, p. 33.

## 5. Considerations towards conclusions and recommendations

**FAO should increase its visibility and reputation in engaging with partners and effectively manage each partnership, to find innovative solutions to pressing challenges, mainstreaming, replicating and scaling up working models and best practices.**

182. Effective management of partnerships requires first, ensuring clarity as to who within the organization is responsible for managing specific partnerships – and maintaining that clarity even as individuals change positions within the organization. Second, FAO staff require clear operational guidelines and coherent guidance on avenues, mechanisms, and tools available for demand-based partnership efforts in support of achieving global and national development priorities. Practical advice and streamlining internal processes are necessary conditions to ensure responsiveness and avoid delays in addressing partners' concerns. FAO may also consider enhancing its capacities in partnering with non-state actors by developing specialized training programs, peer-to-peer knowledge exchanges, and webinars showcasing good practices. Third, since partnerships evolve and require flexibility in their management, developing performance benchmarks for reviewing ongoing partnerships performance against the defined objectives, which can, in turn, make possible informed decision making as to whether to extend or close individual partnerships. In line with the institutional arrangements outlined as part of Strategy implementation, FAO should consider developing a results-oriented monitoring and evaluation system to measure partnerships' performance both in impact and outcomes. This system would offer an evidence-based database of effective collaborative initiatives and best practices to assist the organization in improving its partnerships and use the information generated to make necessary updates and improvements to the processes, procedures, and arrangements for the Strategy implementation.
183. The organization should take necessary steps to reinforce synergies at all levels, making FAO an agency close to member countries and close to the field and farmers' needs. FAO needs to pay due attention to each partnership, take necessary steps in nurturing a truly collaborative environment, and build trust to broker fit for purpose partnerships by bringing together FAO's longstanding experience and capacities in strengthening food safety and quality systems control with its technical support to countries.
184. As stated in the Strategy document, FAO should further enhance its efforts in assisting decentralized offices in undertaking mapping exercises to ensure demand-based engagement with all relevant non-state actors - including civil society - that can contribute to priorities as defined by Members in the UN Development Assistance Frameworks and Country Programming Frameworks (CPFs). In developing Country Programming Frameworks, FAO should provide advisory support to country offices in developing and maintaining regular dialogue with existing civil society partners, and broadening the consultation to potential civil society partners, especially those who can contribute to transformative results.
185. FAO has underscored the importance of innovation. Thus it is advisable the organization support this Strategy implementation by applying robust institutional response and organization-wide approach to partnerships to deliver on the 2030 Agenda, ensuring that Strategy implementation promotes strategic, demand-based and inclusive

partnerships.<sup>280</sup> Also in support of the FAO Office of Sustainable Development Goals (SDGs), strategic partnerships building is necessary to support decentralized offices - particularly so, in the face of main global trends and challenges (i.e., COVID-19) - to address the root causes of problems and create long-term solutions to ensure FAO's impact at the country level.

- i. Thus, the Organization may establish a **"one-stop-shop" portal**, which would be an official portal through which the Organization may interact with (prospective) partners. The "one-stop-shop" would serve the Organization as a champion for integrity, openness, transparency, and accountability. It would provide for an inclusive, transparent, streamlined engagement. It could facilitate participation, reduce related bureaucracy, improve efficiency while ensuring that rules and regulations are respected.
- ii. The organization may do so by considering potential **complementarities and synergies** around the priority areas of the UN Strategic Development Cooperation Frameworks and forming potential partnerships - inclusive formulating partnerships' and communication action plans - around specific technical workstreams. FAO may use the above referenced action plans for promoting cooperation and coordination, information sharing, and produce policy and advocacy content based on forward looking analysis proposing practical solutions that are based on FAO experience and scientific knowledge.
- iii. **Localized approaches** such as multi-stakeholder engagements at the country level, could further complement these action plans. The organization could use its comparative advantage in facilitating policy discussion among civil society, government, and international partners on food security, nutrition, and broad issues of sustainable agricultural development where FAO could offer its technical expertise.
- iv. The portal could also include **due diligence and related approval procedures** tailored to the level of risk presented by the collaboration and partnership. In this regard, FAO could consider delegating authority for initial screening and risk assessment to (sub)regional and country offices provided that due diligence review does not reveal any risks to the Organization. The *ex-ante* assessment, preconditions, and due diligence process should be reinforced by a *post-factum* analysis – based on developed performance benchmarks with clear indicators connected to SDG contributions - of the fulfillment by the civil society partners of their commitments and the impact and the value generated by such partnerships. Critical for risk management remains continuous monitoring and ensuring risk review over time as risk issues are not static.<sup>281</sup> In turn, this can facilitate informed decision-making as to whether to expand, extend, or terminate individual partnerships.
- v. In breaking free of incrementalism and making big leaps forward, FAO must use its existing tools and technical expertise to bring better quality, quantity, increased accountability, and transparency so that FAO, jointly with partners, can unlock more value at scale to create inspiring new futures. In this regard, the organization may **build**

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<sup>280</sup> FAO has identified 12 different constituencies as per the main groups of FAO beneficiaries. These 12 constituencies are Small farmers, landless, agricultural workers, fishers and fish workers, pastoralists and herders, forest dwellers, ethnic minorities and indigenous peoples, urban poor, consumers, NGOs, women and youth. They ensure that the diverging interests, voices, and concerns of society are included.

<sup>281</sup> Other risk management measures include the development of a risk log, monitoring plan, grievance mechanism, stakeholder engagement, conditions in agreements and exit strategy, among others.

**back better** on what works, scaling up best practices, and referring to existing models such as the FAO Pastoralist Knowledge Hub for the one-stop-shop partner portal.<sup>282</sup>

**Demand-based engagement with civil society in broad areas of food security and agricultural sector development entails negotiating targets, providing support, and offering incentives to attain those targets facilitating shared value collaboration, partnerships, and catalyzing programs. Thus, clarity on taxonomy and principles of engagement, roles, levels, and scope of engagement is required.**

187. In the context of the significant role of the partnerships in fulfilling the promises of the 2030 development agenda, FAO will need to step up its engagement with non-state actors - including Civil Society - and focus on fostering such partnerships to achieve its strategic results. FAO engagement with partners is understood as a diffused responsibility and as such calls for the organization to reconsider its **principles, roles, levels, and scope of engagement with partners** conducive to developing strategic and sustainable collaborations and partnerships, including with civil society. FAO could further clarify and develop its vision on the purpose of its engagement with civil society. In doing so, the organization should duly consider and ensure the resulting collaborations and partnerships are of **shared value** and share the burden in **mobilizing an appropriate mix of resources and assets** towards the achievement of jointly defined and shared objectives.
188. FAO engagement requires moving beyond the partners' list and ensure trusting relationships to build on previous engagement and replicating best initiatives and practices. Engagement should be centered on inclusion, deliberation, and influence: **equal opportunities and representation, targeting common ground solutions and results of mutual benefits, to involve, empower and collaborate** to eradicate hunger and food insecurity.
189. The organization must adopt an appreciative lens, considering partners a valuable asset - based on their expertise, resources, and access - throughout the partnerships building process and recognize and celebrate their contribution. FAO could advocate for continued support by disseminating information on results achieved and lessons learned and **providing clear, transparent, and consistent processes for access by non-state actors**, including civil society, to FAO's activities and events.
190. Demand-based engagement should **be results-driven** to ensure better and more efficient use of public resources under proximity and subsidiarity<sup>283</sup> principles. Thus, FAO should measure performance in impact and outcomes throughout various steps of engagement, which in addition to informing decision-making, allows capitalizing on lessons learned for adapting the engagement as needed to ensure its intended purpose and objectives are achieved.

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<sup>282</sup> See as a reference Recommendation 2 in FAO. 2020. *Evaluation of FAO's contribution to the Pastoralist Knowledge Hub: Project codes: GCP/GLO/536/GER and GCP/GLO/611/GER*, Rome, FAO, p. 31.

Also on the "one-stop-shop"/partner portal see Evaluation of the FAO Strategy for Partnerships with the Private Sector Annex 3. Comparator study.

The model could be further expanded to encompass the 12 different constituencies identified by FAO as the main groups of its beneficiaries. These 12 constituencies are Small farmers, landless, agricultural workers, fishers and fish workers, pastoralists and herders, forest dwellers, ethnic minorities and indigenous peoples, urban poor, consumers, NGOs, women and youth. They ensure that the diverging interests, voices, and concerns of society are included.

See FAO. 2013. *Guidelines for ensuring balanced representation of Civil Society in FAO meetings and processes*, Rome, FAO. p. 2.

<sup>283</sup> See UN. 1945. *Charter of the United Nations*, Art. 2 (7).

**Partnership development efforts should be equivalent to the value generated and impact on the ground. These need to be supported by acquired knowledge, reflections from successes, and constraints alike in implementing the Strategy to inform future improvements.**

191. FAO may use the above referenced action plans for promoting cooperation and coordination, information sharing, and produce policy and advocacy content based on forward looking analysis proposing practical solutions that are based on FAO experience and scientific knowledge.
192. A more focused approach to partnerships would be needed under the CPF reporting system, as well as better structured tools to monitor, evaluate, and capitalize results achieved under established country partnerships. The country offices are not making use of any formal system to evaluate, record, and capitalize on the work done by the CSOs involved in projects and processes. Thereby knowledge acquired at the country level is not valorized beyond individuals involved in the partnerships, and capitalization of results is challenging.
193. FAO may consider exploring potential links between the CPF reporting system and the corporate level. However, this should not further add to the workload of the country office, which must already respond to various reporting systems. FAO needs to ensure effective monitoring and timely reporting to identify gaps and issues to be addressed and **capitalize on lessons learned**. It would be appropriate, given the recent call from Governing Bodies to assess progress against objectives and focus on the impact on the ground, the benefits achieved, challenges faced, exchange of experiences, lessons learned and constraints with the partnerships, and the implementation of the Strategy.

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