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PROGRAMME COMMITTEE

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**Follow-up report on the Evaluation of the FAO Strategy for Partnerships
with Civil Society Organizations**

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EXECUTIVE SUMMARY

- The Evaluation of the FAO Strategy for Partnerships with Civil Society Organizations (CSOs) was considered at the 129th Session of the Programme Committee in November 2020. FAO Management welcomed the confirmation of the validity of FAO's work in partnership with CSOs and accepted all four recommendations, oriented towards furthering progress to more strategic, long-term approaches in partnerships with civil society organizations, particularly at decentralized levels.
- FAO Management welcomes the opportunity to present the progress in implementing the actions agreed in the Management's Response to the Evaluation. The four broad recommendations confirm the validity of an overarching framework guiding FAO's engagement with CSOs, while encouraging FAO to focus attention on developing more effective multistakeholder mechanisms, streamlining partnership arrangement procedures, and improving its assessment practices of past and ongoing partnerships.
- FAO Management has since made substantive progress in addressing the Evaluation recommendations. In responding to the recommendations, FAO has made continuous efforts to streamline its partnership approval and monitoring system, develop appropriate operational/normative guidance on transformative partnerships and the value of CSO partnerships, and enhance the integration of CSOs' engagements within the Country Programming Framework (CPF) and related work plans, as well as the necessary complementary work to be done with the rest of the UN family through the United Nations Sustainable Development Cooperation Framework (UNSDCF). Recognizing the importance of more systematic engagement of CSOs in FAO's technical work, the Organization continues to balance its approach in multiple engagements with a broad spectrum of stakeholders, who are all working to transform agrifood systems to be more sustainable, inclusive, and equitable.
- FAO continues to engage and further strengthen its dialogue with CSOs, leveraging the Organization's role as a neutral convener, as it works to balance its engagements and discussions with a broad spectrum of stakeholders.

GUIDANCE SOUGHT FROM THE PROGRAMME COMMITTEE

- The Committee is invited to:
 - a) acknowledge the progress achieved in implementing the recommendations of the Evaluation of the FAO Strategy for Partnerships with Civil Society Organizations; and
 - b) offer additional comments, as deemed appropriate.

Draft Advice

The Committee:

- **welcomed progress achieved in implementing the recommendations of the Evaluation; and**
- **appreciated efforts to facilitate more strategic engagement with Civil Society Organizations (CSOs) guided by the FAO Strategic Framework 2022-31 business model.**

I. Overview/Highlights

1. FAO Management welcomes the opportunity to present the progress in implementing the actions agreed in the Management's Response to the Evaluation of the FAO Strategy for Partnerships with Civil Society Organizations (CSOs).
2. The evaluation provided four broad recommendations, oriented towards continuing the progress towards more strategic, long-term approaches in civil society partnerships, particularly at decentralized levels.
3. The four recommendations are detailed in document PC 129/INF/7 Sup.1/Rev.1 and replicated in the below Matrix. The first recommendation confirmed the validity of the overarching framework to guide FAO's engagement with CSOs. Recommendations 2 through 4 focused on expanding FAO's attention to more effective multistakeholder mechanisms, developing and streamlining its approach to developing partnership arrangements, and improving its assessment practices of past and ongoing partnerships.
4. In responding to the recommendations, FAO has made continuous efforts to streamline its partnership approval and monitoring system, develop appropriate operational/normative guidance on transformative partnerships and the value of CSOs partnerships, and enhance the integration of CSOs' engagements within the Country Programming Framework (CPF) and related workplans, as well as the necessary complementary work to be done with the rest of the UN family through the United Nations Sustainable Development Cooperation Framework (UNSDCF). Recognizing the importance of more systematic engagement of CSOs in FAO's technical work, the Organization continues to balance its approach in multiple engagements with a broad spectrum of stakeholders, who are all working to transform agrifood systems to be more sustainable, inclusive, and equitable.
5. Progress in the Management Response actions included in the Matrix is on track. A summary of the results of these actions is provided below.

II. Summary of progress made in the four Evaluation Recommendations

6. The implementation of **Recommendation 1** has achieved remarkable progress. FAO has worked with The Partnering Initiative (TPI) to develop a guidance note on transformative partnerships aiming to guide FAO personnel in engaging more strategically with non-State actors (NSAs), including civil society. At the operational level, FAO has undertaken an initiative in collaboration with the International Training Centre of the International Labour Organization (ITC-ILO) to design a prototype dynamic relationship mapping tool that captures FAO's engagements with CSOs. FAO is also developing a specific operational guidance note on CSOs' engagement to assist FAO personnel in establishing and fostering transformative partnerships by mapping and critically analysing ongoing and potential CSOs partners adopting a prototype mapping tool for local contexts. Although not finalized, these guidance notes will facilitate more strategic engagement of FAO personnel with CSOs, taking into account the new business model of the FAO Strategic Framework 2022-31.
7. In response to **Recommendation 2**, the COVID-19 pandemic has made it a challenge to ensure CSOs' participation, including that of small-scale producers, in food security governance fora due to difficulties in accessing virtual meetings. Despite the challenge, FAO continued to facilitate engagement with CSOs as evidenced by the CSO consultations held in all regions before the FAO Regional Conferences 2022. FAO also played a pivotal role in bringing forth the voices of Indigenous Peoples and family farming organizations in the context of the UN Food Systems Summit (UNFSS) and the UN Decade of Family Farming (UNDF) implementation, and continues to provide operational support to the Civil Society and Indigenous Peoples Mechanism (CSIPM) of the Committee on World Food Security (CFS). Moving forward, FAO is exploring ways to establish a regular global CSO dialogue to provide a space for strategic exchange regarding FAO's work at the global level to be held at fixed intervals. As the Organization returns to a new post-pandemic "normal", it has reiterated its commitment to creating spaces and opportunities for closer engagement with CSOs.

8. In response to **Recommendation 3** in terms of streamlining the partnership development process, significant progress has been made, in particular in FAO's due diligence approach, to assessing and managing risks as outlined in the Due Diligence Framework for Risk Assessment/Management for Engagements (FRAME) with the Private Sector and other Non-State-Actors. Based on internal and external consultations and a feasibility assessment on FAO's participation in the UN Partner Portal (UNPP), FAO is preparing to join the UNPP. An inter-divisional working group has been set up to discuss the needed steps for the onboarding process and to finalize the agreement to become a UNPP member. FAO expects to join the UNPP by the end of 2022, enhancing its capacity to undertake CSO identification and assessment at the country and local levels, based on operational presence and sectoral expertise. It is expected that UNPP will facilitate proactive identification of CSO partners, which will enable decentralized offices to rapidly mobilize humanitarian response and development programming.

9. In response to **Recommendation 4**, FAO has strengthened and streamlined its partnership approval and monitoring system. The issuance of a new Administrative Circular on the procedures for administrating agreements in 2022, as well as the updates made to the Intranet page of the Partnerships and UN Collaboration Division (PSU) and its partnership database, provide FAO personnel at both headquarters and decentralized levels with the latest information on procedures, templates, and workflows. Ongoing efforts to provide greater clarity on the process continue and the relevant units are providing support to technical divisions and decentralized offices in this area.

III. Challenges/Way forward

10. FAO's role as neutral convener requires the assurance of a balanced engagement with a broad spectrum of stakeholders. FAO continues to engage proactively and further strengthen its dialogue with CSOs.

11. All of the actions mentioned in the Matrix resonate with the vision of the UN Secretary-General relating to civil society engagement under his report "Our Common Agenda",¹ encouraging all parts of the UN system to "build on recent innovations in listening to, consulting and engaging with people around the world"² and "make such consultations with people, including women and young people, regular and systematic going forward".³

12. The Evaluation recognized the critical role of CSOs in enhancing FAO's ability to eliminate hunger and malnutrition and contribute to the achievement of international development goals. However, emerging topics and actors signal the need for FAO to expand its engagement with new actors to bring different voices to the table in a meaningful way and have more significant impact on the ground. The FAO Strategic Framework 2022-31 calls for transformative partnerships to contribute to achieving the Sustainable Development Goals (SDGs) and the 2030 Agenda for Sustainable Development's aspiration of "Leaving No One Behind". Transformative partnerships are an essential element of FAO's reinvigorated business model.

13. The FAO Strategic Framework 2022-31 represents an opportunity for FAO to explore more strategic engagements with CSOs to capitalize on the breadth and value of the contributions of partnerships with CSOs. More concretely, FAO is exploring ways to establish a regular and systematic global CSO dialogue to be held at fixed intervals. The purpose of such a dialogue is to provide a space for strategic exchange among a wide range of civil society actors and FAO, where CSOs can express different positions and debate issues pertinent to FAO's work. Furthermore, FAO is currently assessing its process of awarding formal status to CSOs and is concomitantly updating related governance procedures and internal policy.

¹ [Our Common Agenda – Report of the Secretary-General, 2021, United Nations](#)

² Para 21

³ Para 112

Follow-up Report on the Evaluation of the FAO Strategy for Partnerships with Civil Society Organizations Follow-up - Matrix

Accepted evaluation recommendations (a)	Action agreed in the management response (b)	Description of actions actually taken, or reasons for actions not taken (c)	MAR score (d) ⁴	Impact of, or changes resulted from taken actions (e)
Recommendation 1: The Strategy should continue to serve as a framework for FAO’s engagement with civil society in the broad areas of food security and agricultural sector development, facilitating shared-value collaboration and demand-based partnerships based on equality, trust, inclusion, and mutual benefits.				
(i) In each technical area of work, PSU should guide the FAO technical divisions in undertaking an analysis of the opportunities and potential mutual benefits of bringing CSOs into their main work streams, focusing on partnerships that would mobilize an appropriate mix of knowledge, resources and assets to achieve organizational objectives and the 2030 Agenda.	(i) PSU will reach out to technical divisions in order to map CSOs with relevant expertise and experience according to their programmatic priorities, to explore jointly further opportunities for partnerships.	<p>FAO continues to balance its approach in its multiple engagements with a wide spectrum of stakeholders, who are all working to transform agrifood systems to be more sustainable, inclusive and equitable. At normative level, FAO has worked with The Partnering Initiative (TPI) to develop a guidance note on transformative partnerships aiming to guide FAO personnel in engaging more strategically with NSAs, including civil society. This guidance note is designed to provide a common understanding on what FAO means by transformative partnership and its importance in the context of the FAO Strategic Framework 2022-31.</p> <p>At operational level, FAO has undertaken an initiative in collaboration with the ITC-ILO to design a prototype dynamic relationship mapping tool that captures FAO’s engagements with CSOs, which can be used at headquarters/global level and decentralized offices level.</p> <p>As a supplement to the transformative partnership guidance note mentioned above, FAO is developing an operational guidance note specific to CSO engagement to assist FAO personnel on how to establish and foster transformative partnerships by mapping and critically analysing the ongoing and potential CSO partners through the adaptation of prototype mapping tool for local contexts.</p> <p>The mapping process has also underscored the need for FAO to review its process of awarding formal status to CSOs. Accordingly, FAO is working to update its</p>	4	<p>The guidance notes will help FAO personnel to incorporate CSO partnerships more strategically in their ongoing work, considering the new business model of the FAO Strategic Framework 2022-31. The guidance notes are in their final stages of development. They provide clarity in the approach, as well as operational guidance for technical divisions to engage in transformative partnerships.</p> <p>Through a new mapping tool, FAO is identifying ongoing collaborations that should be capitalized further, as well as potential partners to connect with, as a starting point for exploring strategic engagement.</p> <p>From the quick assessment conducted in preparation of the relationship mapping exercise, it is important to note that a high number of entities with formal status are not actively engaged with FAO, while numerous CSOs without formal status are actively engaged in partnership with the Organization. The full review exercise will be concluded in the last quarter of 2022. This is a timely contribution to building a “reinvigorated business</p>

⁴ Management Action Record (MAR) Score: **1 - None:** no action was taken to implement the recommendation; **2 - Poor:** plan and actions for implementation of the recommendation are at a very preliminary stage; **3 - Inadequate:** implementation of the recommendation is uneven and partial; **4 - Adequate:** implementation of the recommendation has progressed; there is no evidence yet of its results on the intended target; **5 - Good:** the recommendation has been fully implemented and there is some initial evidence of its impact on the intended target; **6 - Excellent:** there is solid evidence that the recommendation has had a positive impact on its intended target.

Accepted evaluation recommendations (a)	Action agreed in the management response (b)	Description of actions actually taken, or reasons for actions not taken (c)	MAR score (d) ⁴	Impact of, or changes resulted from taken actions (e)
(ii) Each programme country should undertake a mapping of relevant non-state actors and an analysis of where and how demand-based engagement with them could contribute to the objectives of the new UN Cooperation Framework and CPFs. As stipulated in the Strategy, PSU should enhance its efforts to assist the decentralized offices in conducting these mapping exercises.	(ii) PSU, in collaboration with regional offices, will identify pilot countries to develop a programmatic contribution of CSOs to CPFs. A mapping methodology of CSOs contributions to SDGs will be thus developed, adjusted and transformed into guidelines to support country offices to develop their own mappings of CSOs' contributions to CPFs and SDGs.	governing procedures and internal policy related to the relationship. PSU initiated a pilot exercise with ten decentralized offices across all regions to reinvigorate the country's engagement with civil society at national level, and strengthen its programmatic linkages and collaborations, in support of the CPFs. Desk reviews and mapping exercises were undertaken to have a better understanding of the local landscape and capacities in the context of CPFs and the UNSDCF. In addition, consultation workshops were organized to strengthen the relationship with local and national level civil society actors and identify opportunities for strategic and sustainable partnerships.	5	model" within the framework of the implementation of the FAO Strategic Framework 2022-31. The knowledge gained through this exercise has directly contributed to the development of the operational guidelines and standardized methodology for conducting CSO stakeholder analyses that can be used to support further other country offices in incorporating CSOs in their programming work.
Recommendation 2: In the context of the 2030 Agenda, FAO should consider expanding its engagement in effective multistakeholder partnership networks and mechanisms, moving beyond bilateral partnership agreements.				
(i) FAO should become more responsive to growing partnership opportunities, particularly when it comes to implementing the 2030 Agenda and promoting the establishment of multistakeholder initiatives aimed at the inclusive and effective engagement of civil society and other actors to achieve the SDGs.	(i) PSU will support corporate engagement, including assisting technical streams in more systematic engagement of CSOs in their work – capitalizing on lessons learned from past experience, particularly on how they can be used to enhance policy dialogue and promote diversity of perspectives to support decision-making, thus contributing effectively to SDGs implementation. Technical divisions should identify a partnership component in their plans and activities to also foster commitment and accountability in doing so.	The COVID-19 pandemic has made it a challenge to ensure CSO participation, including small-scale producers, in food security governance fora owing to difficulties faced in accessing virtual meetings. Despite the challenge, FAO continues to facilitate the engagement with CSOs as evidenced by the CSO consultations held in all regions prior to the FAO Regional Conferences 2022 ⁵ . FAO played a pivotal role in bringing Indigenous Peoples' voices to the table at the UNFSS. FAO is also accelerating the implementation of the UNDF, supporting national and regional level engagements with a wide range of stakeholders, in particular with family farmers and CSOs. Since the UNDF launch in 2019, more than 1600 actors have been involved in the process at national level in more than 50 countries. Among them, almost 1000 Family	5	As the Organization returns to a new post-pandemic "normal", FAO has reiterated its commitment to creating spaces and opportunities for closer engagement with CSOs. By administrating the financial contributions from resource partners in support of the CSIPM, FAO has enabled CSIPM participation in and substantive contribution to various CFS negotiations, including those on youth and women. The renewal of office space hosting agreements with selected civil society organizations and networks is an illustration of FAO's continued commitment to this engagement.

⁵ The Regional Conference starting from the 36th Session of the Regional Conference for the Near East (NERC), followed by the 36th Session of the Regional Conference for Asia and the Pacific (APRC), the 37th Session of the Regional Conference for Latin America and the Caribbean, the 32nd Session of the Regional Conference for Africa (ARC) and the 33rd Session of the Regional Conference for Europe (ERC).

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		<p>Farmers organizations and federations have been engaged in the UNDFP.</p> <p>In addition, FAO has been working to reestablish contacts with the major social movements with which it has a longstanding relationship and that were distanced during the challenging COVID-19 pandemic, and has ensured to support the meaningful participation of CSOs in FAO's policy fora in the coming period. Steps have been taken to identify strategic opportunities and modalities for engaging with civil society, learning from past experiences and from the current global challenges. FAO will continue holding informal consultations with key CSO actors to try to better understand and to define opportunities and methodologies for establishing a more strategic engagement and dialogue between FAO and civil society. More specifically, FAO is exploring ways to establish a regular global CSO dialogue, to provide a space for strategic exchange on FAO's work at the global level, to be held at fixed intervals. Moreover, FAO continues to play its part in supporting the CSIPM of the CFS, by providing operational support to CSIPM Secretariat.</p> <p>Finally, in the recent review of FAO office space hosting agreements, the Organization has exceptionally extended support to CSIPM and other longstanding partner CSOs, providing essential office space within FAO headquarters to be able to effectively engage with FAO/CFS.</p>		
<p>(ii) FAO Country Offices should assess complementarities and synergies with other development actors' work in priority areas of the United Nations Sustainable Development Cooperation Framework (UNSDCF). Drawing on FAO's comparative advantages, Country Offices may choose to lead or participate in forming multi-stakeholder partnerships between</p>	<p>(ii) PSU will strengthen the capacities of Country Offices to develop and sustain multistakeholder partnerships with the engagement of partnering CSOs (farming associations, etc.) to promote actively FAO's partners' engagement in the UNSDCF process, including in collaboration with the Rome-based Agencies (RBAs) and others, to have CSOs concerned in food and agriculture engaged in the UN national planning.</p>	<p>As mentioned above, in 2021, PSU initiated a pilot country exercise aimed at reinvigorating country level engagement with civil society to strengthen country office capacities to develop and sustain multistakeholder partnerships in the UNSDCF process. National-level mapping exercises enabled decentralized offices to assess the local situation and identify key local CSO actors that were working in areas of common interest and had the capacities to engage in fruitful partnership with FAO in the implementation of the CPFs.</p>	5	<p>Through the undertaking of national stakeholder analyses, mappings, and dialogues, decentralized offices have a better understanding of the local landscape of actors and can identify gaps and/or areas for engagement with potential partners.</p>

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CSOs, the UN agencies and other development actors in UNSDCF priority areas.		Through this exercise, PSU was also able to assess capacity gaps of decentralized offices and identify areas in which further capacity development and follow-up actions are needed. As the pilot exercise ends, PSU will conduct its assessment, collect good practices from various countries, and consider extending the pilot exercise to undertake similar activities in other countries.		
Recommendation 3: FAO should review and develop a coherent approach to developing partnership arrangements, streamline its processes and revisit its instruments for engaging with CSOs to ensure that safeguards are commensurate with the level and scope of the engagement.				
(i) In this regard, FAO could seize opportunities for innovation and for building on and scaling-up best practices and existing models that may inform the creation of a one-stop shop official portal through which it can interact with (prospective) partners.	(i) PSU is evaluating different existing portals at the UN level and will consider the best option for the needs of the Organization. PSU and Office of Emergencies and Resilience (OER), are exploring the possibility to join the UN Partner Portal (UNPP) (www.unpartnerportal.org) developed and managed by the International Computing Centre (UNICC). It is an online platform for CSOs to engage with the UN agencies on partnership opportunities and to enhance collaboration between the UN and partners. It supports the partnership selection process and simplifies the UN processes for CSO partnership. Additionally, PSU will document best practices and innovations from CSO partners in order to share their knowledge among technical units and decentralized offices.	Based on internal and external consultations and a feasibility assessment on FAO's participation in the UNPP, FAO is preparing to join it. An inter-divisional working group has been set up including PSS, PSU, OER, CSL (Logistics Services) and CSI (Digitalization and Informatics), to discuss the needed steps for the on-boarding process and finalize the agreement to become a UNPP member. The countries to be included in the initial rollout phase, as well as the training needs are being identified.	4	FAO expects to join the UNPP by the end of 2022, once the agreement with UNICC has been finalized. It is expected that UNPP will facilitate the proactive identification of CSO partners which enable decentralized offices to mobilize humanitarian response and development programming rapidly.

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(ii) The newly established Due Diligence Unit (PSDU) should be adequately organized and equipped to manage potential demand and exercise its role in the most objective and effective way possible.	(ii) PSDU was moved to the newly-formed PSS Division in order to avoid any potential conflict of interest (Audit of Management of Partnerships with Non-State actors, March 2019, AUD0319). In this new structure, it will benefit from the oversight and guidance of a P-5 and a D-1. The Unit is adequately resourced with a P-3, P-2 and non-staff personnel.	In December 2021, the Council endorsed FAO's new due diligence approach to assessing and managing risks, as outlined in the Due Diligence Framework for Risk Assessment/Management for Engagements (FRAME) with the private sector and other NSAs. PSS has assumed due diligence and risk assessment responsibility for private sector and other NSA partnerships, thus ensuring segregation of duties with partnerships development function (which is supported by PSR and PSU). PSDU has been reorganized and renamed Due Diligence and Risk Assessment Unit, and carries out the screenings for formal engagements with NSAs. The new Engagements and Partnerships Committee (EPC) has been established at Core Leadership level with decision-making authority and policy guidance role. This recommendation is fully implemented.	6	FRAME offers a structured approach to risk identification, assessment, mitigation and management, in order to support the transition from a "risk averse" to a "risk conscious" approach to partnering with private sector and other NSAs. FRAME built into the engagement cycle has helped safeguard FAO's neutrality and independence as the Organization works closely with NSAs to support the 2030 Agenda for Sustainable Development.
(iii) FAO could explore the circumstances under which a Letter of Agreement (LoA), and the use of the LoA accountability framework alone, is deemed sufficient to achieve the FAO's objectives without necessitating additional or different partnership arrangements, such as those under the Operational Partners Implementation Modality (OPIM).	(iii) PSU will create a set of existing partnerships using LoAs in order to identify, from a partnership perspective, the main challenges brought by the LoA modality. PSU will then systematize and analyse this information and determine whether adjustments or new instruments are needed in order to ensure safeguards commensurate with the level and scope of each engagement. FAO notes that the LoA is not a partnership tool but, rather, a procurement instrument which often gives rise to difficulties in the use of the standard instruments for partnership purposes.	Various modalities that are currently available to engage CSOs were reviewed, including the LoA and OPIM. FAO will continue exploring the best use of UNPP as an accountability mechanism for CSO engagement.	5	The UNPP is a tool that enables UN participating agencies and the civil society partners to have better access to information, facilitate the selection of partners and strengthen partnership opportunities. FAO's participation in UNPP will also enhance collaboration amongst UN agencies at the country level, as UNPP improves the availability and sharing of information on the partners, which will complement FAO's own due diligence function mentioned above.

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Recommendation 4: FAO should improve its assessment of the value and impact of ongoing and past partnerships and draw on identified best practices and lessons learned to develop updated guidance for initiating effective collaboration approaches and partnership initiatives, making any necessary updates to Strategy implementation.				
(i) In line with the originally proposed arrangements for Strategy implementation, PSU should significantly strengthen its partnership monitoring system, ensure timely updates of the partnerships database and develop tools to measure partnerships' effectiveness.	In line with the audit recommendation (AUD0319), PSU continues its efforts to strengthen its monitoring system and effectively assess the impact, benefits, and challenges of partnerships. As for the partnerships database, PSU will increase its visibility and raise awareness among technical units/divisions Directors on how it can be accessed and consulted, and on the need to ensure timely updates. The annual partnership monitoring exercise will be strengthened as a tool to measure partnerships' effectiveness. Quality assurance and follow-up actions will be taken by the monitoring focal points, in order to ensure completeness of the survey and timely collection of the progress made. This resulting information will be included in the regular reporting to the FAO Joint Meeting of the Programme and Finance Committees and other reporting mechanisms. Moreover, PSU will capitalize on lessons learned and best practices that can be used to develop guidance materials and knowledge products for effective collaboration.	FAO has continued to strengthen and streamline its partnership approval and monitoring systems including through the issuance of Administrative Circular 2022/01. The updated internal procedure clarifies the various stages of partnership agreement development and clearance, including agreements with non-state actors, complementing the Strategy. The PSU partnerships database was revisited to ensure the information on partnership agreements is updated and readily accessible. The PSU Intranet site has been revamped to make it a one-stop webpage to provide all relevant information on CSO partnerships for FAO personnel. It contains materials on the current partnership agreement modalities, updated agreement templates, administrative circulars and workflow procedures, including easy access to the partnership database.	5	The issuance of the Administrative Circular 2022/01, as well as the updates made to the PSU Intranet page, provide FAO personnel at both headquarters and decentralized levels with the updated information on procedures, templates, workflows, etc. Ongoing efforts to provide greater clarity on the process continue and the relevant divisions (PSS/PSU/PSR) are providing support to technical divisions and decentralized offices in this area.
(ii) In addition to strengthening its monitoring system, PSU should assess the impact and benefits of partnerships and the challenges faced for accountability and learning purposes. The resulting information should be included in guidance materials and knowledge products, as well as in regular reporting to the FAO Programme Committee and other reporting mechanisms, such as the Programme Implementation Report, Mid-Term Reviews and Resources Partnership Impact reports.		PSU continues to conduct an annual partnership monitoring exercise, including the issuance of an annual progress survey. Quality assurance assessments of the surveys were carried out by PSU partnership focal points and, when required, follow up actions were taken with the partnership managers in the technical divisions. FAO reported annually on the implementation of the Strategy to the Joint Meeting of the Programme and Finance Committees until 2018. An annual report on NSAs partnerships (including CSOs) for the general public has been prepared with the information gathered through its annual monitoring exercise.		