

**Thematic evaluation series**

# **Evaluation of the FAO Strategy for Partnerships with the Private Sector**

## **ANNEX 2. Evaluation synthesis study**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS**  
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## 1. Background and purpose

1. This study aims at informing the evaluation of FAO's Strategy for Partnerships with the Private Sector (the Strategy), undertaken by the FAO Office of Evaluation (OED) in 2019. 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:
  1. To which extent and how FAO is exercising its means (core functions) and approaches (primary tools) constitute success factors/ potential limitations?
  2. Given the above how could FAO better leverage partnerships with the private sector in implementing its Private Partnership Strategy?
3. The ultimate aim is that of producing a synthesis of FAO's key advances of FAO 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 2017-2018. Furthermore, the findings in these reports were triangulated with the database of FAO's reported results on the private sector 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:
- 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
  - Within the analysis stage of available information:
    - Review of the documentation
    - Drafting the report
    - Developing the recommendations

5. The synthesis heavily relies on data extrapolated from secondary sources, which may not always reflect the situation to date. To address limitation, a cross-check of the findings with the database of FAO's reported results on private sector cluster and related FAO official documents.



## 4. Findings on the relevance of the Strategy for Partnerships with the Private Sector 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 private stakeholders and institutions, 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 private 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 private sector**

7. In the context of the significant role of the private sector in financing the 2030 development agenda, FAO will need to step up its private-sector engagement 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 private sector.

#### **Finding 2. FAO's partnership risk assessment processes, including screening, assessment and approval appear to be detailed, context-specific and applicable to concrete projects.**

8. Building and effectively managing partnerships with selected partners complement and support the FAO efforts in delivering on its mandate and achieve strategic objectives by leveraging additional resources towards providing development impact towards zero hunger and poverty reduction. The Guidelines on Cooperation between the United Nations and the Business Sector and the UN ineligibility lists serve as minimum engagement criteria, while the process methodology used to screen risks associated with conflict of interest, and poor environmental, social or governance performance is based on the UN Global Compact indicators.<sup>2</sup> It is, however, noteworthy that, the Guidelines<sup>3</sup> offer a principle-based approach that emphasizes risk management and protection against reputational risks (safeguarding the integrity, impartiality, and independence of the United Nations) rather

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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 UN Global Compact's Ten Principles can lead to the exclusion of partners with poor performance in areas such as human rights, labor standards, the environment, and governance issues such as corruption, and consideration of those with an active Corporate Social Responsibility (CSR) record.

Further refer to The UN Global Compact, *The Ten Principles of the UN Global Compact*, New York, 2000.

Cf. *Guidelines on a principle-based approach to the Cooperation between the United Nations and the business sector*. The Guidelines were first issued in 2000, revised and reissued in 2009, and amended in 2015 as requested by UNGA Resolution A/RES/68/234.

<sup>3</sup> *Guidelines on a principle-based approach to the Cooperation between the United Nations and the business sector*, The Guidelines were first issued in 2000, revised and reissued in 2009, and amended in 2015 as requested by UNGA Resolution A/RES/68/234.

than enable partnership formulation and implementation. Nonetheless, having developed its internal strategies, policies, and procedures the FAO refers to the Guidelines as additional and/or complementary guidance.<sup>4</sup> In addition to the best practices mentioned above, FAO employs corporate risk factors, including “hot topics” particularly relevant to FAO’s areas of work<sup>5</sup> also, existing Corporate Social Responsibility (CSR) standards.<sup>6</sup> All prospective partners should be assessed against these principles.<sup>7</sup>

9. 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>8</sup>
4. Recommend appropriate risk management measures
5. Decision-making

10. 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 responsibility of the Partnerships Division (PSP), placed under Deputy Director’s Office and there is the possibility to apply due diligence to specific projects and thus to give situation-specific clearance.<sup>9</sup>

<sup>4</sup> See FAO, *Principles, and Guidelines for FAO Cooperation with the Private Sector*, Rome, 1 November 2000. 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.

FAO, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016.

<sup>5</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.

Cf. Genetically Modified Products (GMO), Fast Food; chemicals; mining; and oil and gas, Indigenous People, Land Grabbing, Abusive/Illegal Fishing, Agricultural Commodity Speculation, Animal Transportation and/or mistreatment.

<sup>6</sup> FAO, *How to Partner with FAO: Partnerships as a way forward to eradicate hunger and malnutrition*, [I7134EN/1/04.17](#) Cf. FAO, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, pp. 6, 8, 9, 17, 19 and 20.

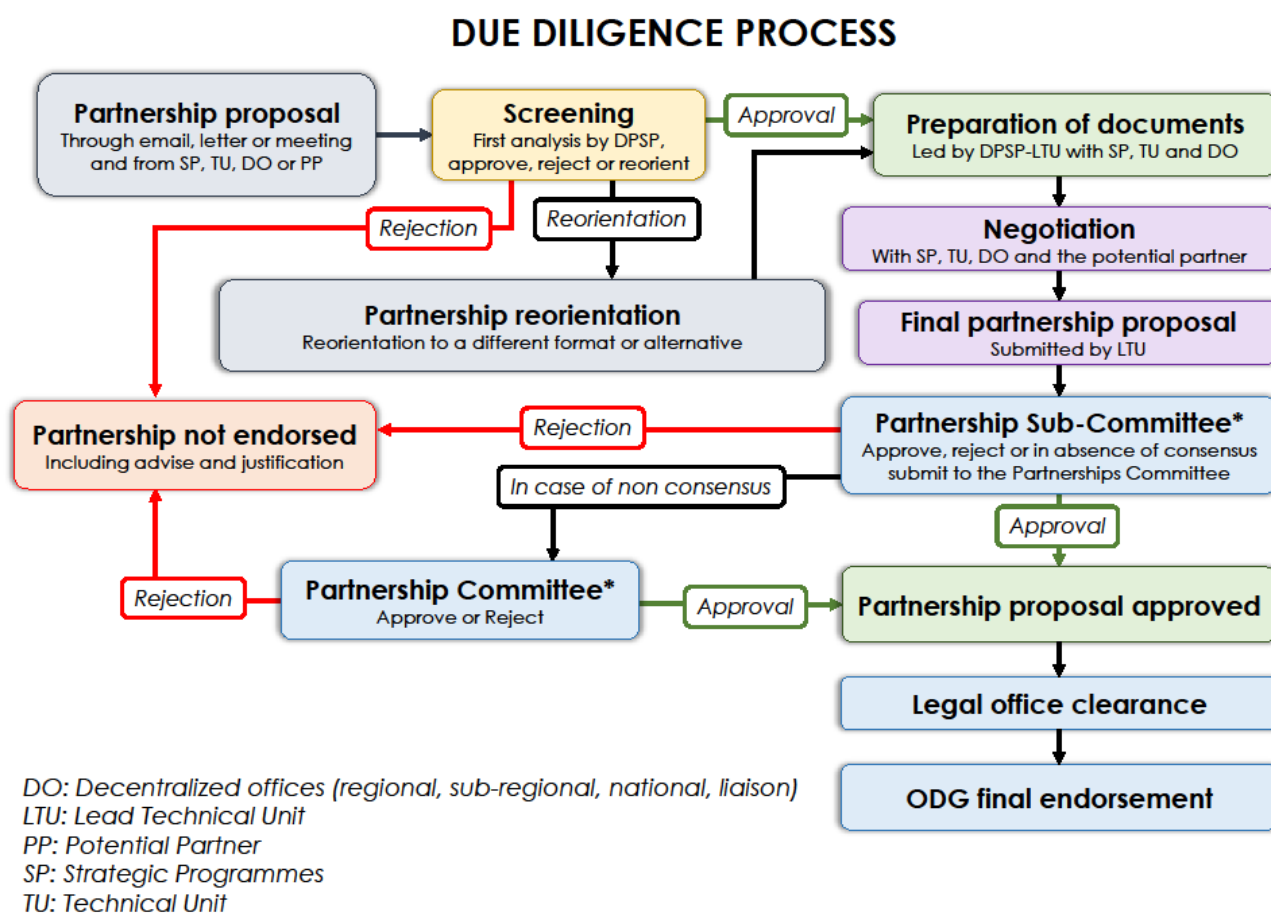
<sup>7</sup> FAO, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, p. 8. See as well *Corporate Policy on Risk Management; Policy against fraud and other corrupt practices (AC 2015/08)*; follows on the Policy issued in 2004 (AC 2004/19) and further reiterated in 2007 (AC 2007/11), reaffirming the Organization’s commitment against fraud and other corrupt practices; *FAO Accountability Policy*, Rome, 31 December 2014

<sup>8</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.

<sup>9</sup> Sub-Committee for Review of Financial and other Agreements SubCom – RFA.

See *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, pp. 19 -21.

**Figure 1: FAO screening and approval process for partnerships**



\*The Partnership Committee and Sub-Committee are composed as per Director General's Bulletin No.2014/14

11. The DGB 2014/14 provides the framework for the formal risk assessment and approval process of all partnership proposals.<sup>10</sup> The PSP should be informed at the very earliest stage of intention to develop any particular partnership as it "[PSP] 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 other Agreements (SubCom-RFA), along with recommendations regarding benefits and/or potential risks".<sup>11</sup> This initial due diligence is performed by the Due Diligence team in placed under PSP Deputy Director's Office. The initial review of proposals occurs through email, telephone or personal meetings and includes internet search and

<sup>10</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>11</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.

reference checks using different tools.<sup>12</sup> If the proposal for partnership is not deemed fit for purpose it is rejected at this stage.

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

12. The FAO has a specific organizational outfit devoted to private-sector development, which provides global partnership service guidelines, knowledge center, and private sector mobilization resources, due diligence, memoranda of understanding, a partnership database and repository of Best Practices.<sup>13</sup> Also, the organization integrates its HQ efforts in managing and developing partnerships through networks of regional and country offices.<sup>14</sup>
13. FAO's Partnership Focal Points<sup>15</sup> in technical divisions at the HQ level and Partnership Officers in the regional centers provide guidance to decentralized offices in identification, design and submission of all partnerships with non-state actors, including the private sector.<sup>16</sup> FAO relies on the output leaders and delivery managers and FAO representations at the country level to engage with prospective private sector partners to determine if these can help leverage delivery under specific outputs and in implementing the Country Programme Framework (CPF).<sup>17</sup> This approach ensures that while devolved responsibility partnership remains everyone's responsibility, there is room for innovation and diversity within a clear framework of good practices where partnership knowledge and accumulated learning from partnerships can be centrally captured, accessed and managed.

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<sup>12</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>13</sup> In FAO the Partnerships Division (PSP) has the overall responsibility within FAO for facilitating partnerships with the private sector. See in detail FAO, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, p. 22.

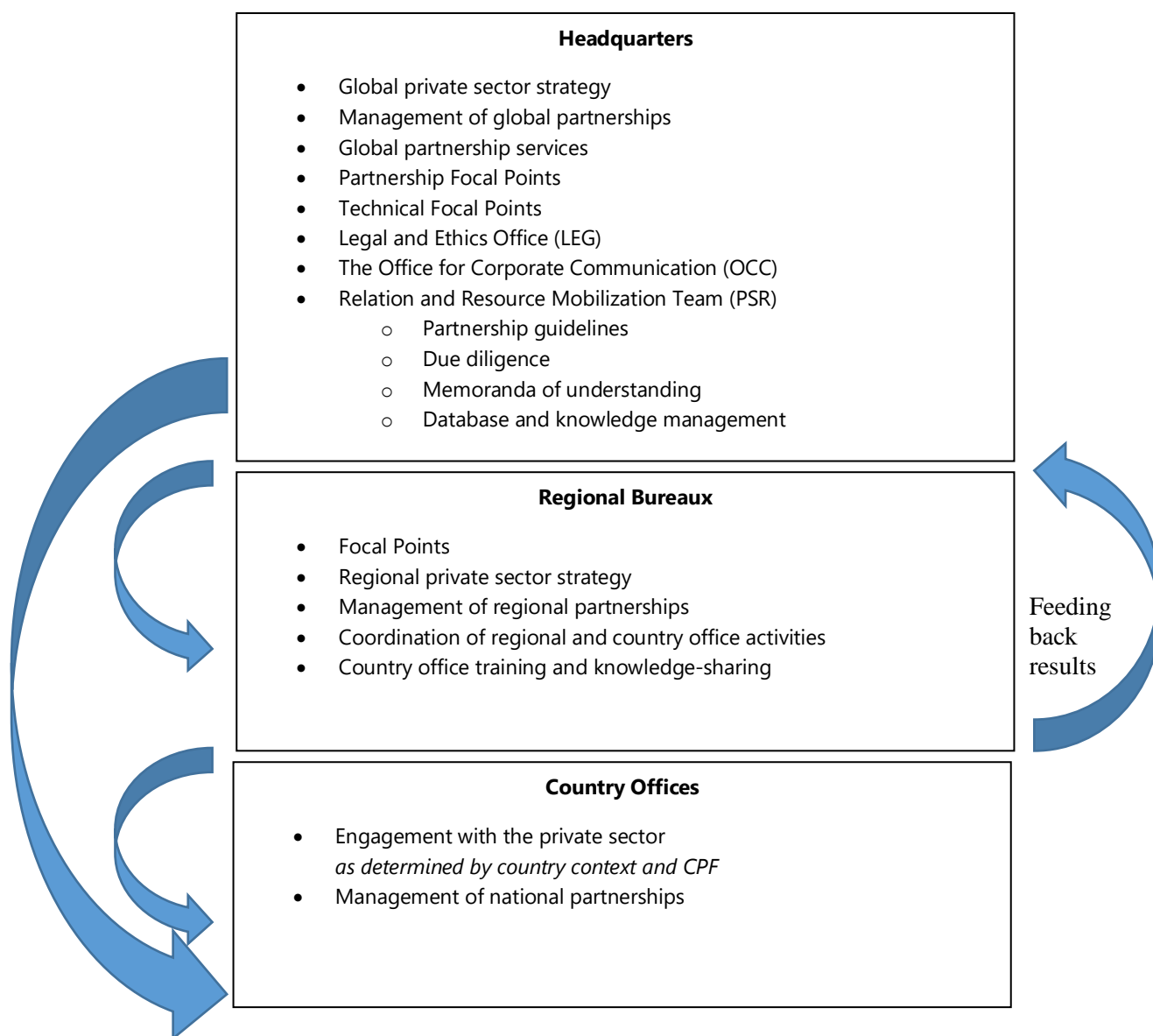
<sup>14</sup> See FAO, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, pp. 22-23.

<sup>15</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, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, pp. 22-23.

<sup>16</sup> Until 2015 FAO had convened (the fourth) private sector partnership dialogue. Cf. FAO, *Fourth FAO private sector partnerships dialogue*, 14 October 2015, Rome, Italy.

<sup>17</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 private sector.

**Figure 2: Organization Enablement<sup>18</sup>**



<sup>18</sup> Organization enablement figure encompasses the FAO structures and functions related to private partnerships.

**Finding 3. FAO partnerships are based on an interest-based negotiation, aiming to define mutual benefits.**

14. 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>19</sup> These then are covered in the legal instrument chosen to formalize the mode of collaboration. Thus at the heart of the partnering arrangement lies an Interest-based negotiation, which aims to secure an opportunity for consensus and complementarity.
15. The following general Guiding Principles from the FAO on Partnerships apply to all collaborative arrangements, including those with the private sector.

**Table 3: Guiding Principles for Partnerships**

Guiding Principle for Partnerships	FAO <sup>20</sup>
Accountability	✓
Autonomy	✓
Clarity	✓
Consultations and information sharing	✓
Effectiveness	✓
Equality and Mutual respect (including gender equality)	✓
Impartiality	✓
Intellectual Property	✓
Mutual respect	✓
Neutrality	✓
Quality	✓
Results-oriented	✓
Scientific credibility	✓
Shared vision/mutual interest or mutual benefit	✓

<sup>19</sup> See The Partnering Initiative (IBLF), *The Partnering Toolbook: An essential guide to cross-sector partnering*, Tennyson, 2011.

<sup>20</sup> FAO, *FAO Strategy for Partnerships with the Private Sector*, JM 2013.1/2, Rome, 20 March 2013, pp. 26-28.

Cf. FAO, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, pp. 10-11.

The evolution of 'Partnership Principles' is highlighted in FAO, *Principles, and Guidelines for FAO Cooperation with the Private Sector*, Rome, 1 November 2000, p. 17-19.

Sustainability	✓
Transparency	✓
Trust	✓
Voluntarity	✓

**Finding 4. Different types of partnership require different forms of agreement to reflect varying levels of commitment and accountability.**

16. This study notes different models of collaboration with the private sector range from ad hoc dialogue and consultation through to comprehensive long-term partnerships.<sup>21</sup> Not every type of collaboration necessarily constitutes a partnership. Collaboration is considered a partnership if it involves active engagement of two or more partners with a long-term commitment towards achieving a common goal.<sup>22</sup> 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.
17. Different types of partnership require different forms of agreement to reflect varying levels of commitment and accountability. Partnerships may involve both financial and non-financial contributions from the private sector and may be formalised through Memoranda of Understanding (MoU) (which usually do not entail any financial commitment), Partnership Agreements (established to enable receipt of financial contributions) and Exchange of Letters (if the collaboration is limited in time or scope and does not entail any financial commitments).<sup>23</sup>
18. Should the partners consider that an MoU will be the most appropriate instrument to consolidate the collaboration, while under political pressure to sign and need to formulate a detailed work plan, then it may be advisable to start the formalization process with signing a Letter of Intent (LoI). An LoI establishes the intention and procedure for the preparation of a more comprehensive agreement.<sup>24</sup>
19. 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.

**Finding 5. Implementation of partnerships is a diffused and decentralized responsibility; individual units across the organization will continue to be fully responsible for the partnerships that they enter into. This system is complemented by centralized monitoring over the implementation of partnerships.**

20. Effective management of partnerships requires first, ensuring clarity as to who within the organization is responsible for managing specific partnerships – and maintaining that

<sup>21</sup> FAO, *FAO Strategy for Partnerships with the Private Sector*, JM 2013.1/2, Rome, 20 March 2013, p. 18.

<sup>22</sup> FAO, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, p. 14.

<sup>23</sup> FAO, *FAO Strategy for Partnerships with the Private Sector*, JM 2013.1/2, Rome, 20 March 2013, p. 18.

Cf. FAO, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, p. 14.

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>24</sup> FAO, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, p. 15.

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.

21. 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 the private sector and ensure consistent and effective implementation of the Strategy across the Organization.<sup>25</sup> The Partnerships Division (PSP) 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).<sup>26</sup> RTOs prepare an annual progress report for the partnership(s) for which they are responsible, and then PSP consolidates these reports into an official yearly report to FAO's Governing Bodies.<sup>27</sup> Further, PSP has created and maintains a corporate database of past and ongoing partnerships, that serves as an accessible repository of accumulated experience of working with the private sector. 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.<sup>28</sup>
22. 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 the private sector.<sup>29</sup>
23. 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 6. CPFs are foreseen to be tools in implementing the FAO Strategy for Partnerships with the Private Sector; however, there remain constraints in the scope to adapt CPFs to country context and needs.**

24. 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 private sector.<sup>30</sup> Indeed, the Country Programme Frameworks, which are the tools through which the strategy is implemented at the national level.<sup>31</sup> The CPFs are significant tools within the

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<sup>25</sup> FAO, *FAO Strategy for Partnerships with the Private Sector*, JM 2013.1/2, Rome, 20 March 2013, p. 23.

<sup>26</sup> FAO, *FAO Strategy for Partnerships with the Private Sector*, JM 2013.1/2, Rome, 20 March 2013, p. 25.

<sup>27</sup> FAO, *FAO Strategy for Partnerships with the Private Sector*, JM 2013.1/2, Rome, 20 March 2013, p. 25.

Cf. FAO, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, p. 22.

<sup>28</sup> FAO, *FAO Strategy for Partnerships with the Private Sector*, JM 2013.1/2, Rome, 20 March 2013, pp. 23, 25.

<sup>29</sup> FAO, *FAO Strategy for Partnerships with the Private Sector*, JM 2013.1/2, Rome, 20 March 2013, p. 24.

<sup>30</sup> *Guide to the Formulation of the Country Programming Framework (CPF)*

<sup>31</sup> FAO, *FAO Strategy for Partnerships with the Private Sector*, JM 2013.1/2, Rome, 20 March 2013, p. 24. Cf with FAO Partnerships and Advocacy Branch (OCP), *Technical Guidance for Involving Non-State Actors in the Country Programming Framework (CPF)*, Rome, 29 November 2013. See role played by FAO Representations in FAO, *FAO Guidelines for Partnership and Collaboration with the Private Sector*, Rome, 2016, pp. 22-23.



- 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>32</sup>.
25. 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>33</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>34</sup> and to adopt national policies and give consideration to cross-cutting issues such as gender mainstreaming.<sup>35</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>36</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>37</sup>
26. 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>38</sup>

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<sup>32</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>33</sup> See FAO, *Strategic Evaluation of FAO Country Programming, Management Response*, PC 104/4 Sup. 1.

<sup>34</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>35</sup> Cf. FAO, *Synthesis of lessons learned in the application of the Country Programming Framework*, April 2018. p.1.

<sup>36</sup> Cf. FAO, *Synthesis of lessons learned in the application of the Country Programming Framework*, April 2018. p.1.

<sup>37</sup> UN, Sustainable Development Goals Knowledge Platform, *National Voluntary Reviews*, <https://sustainabledevelopment.un.org/hlpf/nationalreviews>

<sup>38</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.

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

<b>The post-2015 CPFs</b> <sup>39</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> CPFs are synchronized with the government national policy process and time frame. CPFs are signed by the relevant government counterpart institution. CPFs comprise the following key elements:	
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.

27. 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>40</sup> Nonetheless, there is a limited scope to adapt CPFs to country context and needs of public administration,<sup>41</sup> development situation<sup>42</sup> and fragility.<sup>43</sup>

<sup>39</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.

<sup>40</sup> Country Programming Framework Tool 2, Steps to mainstream a Governance perspective along the CPF cycle, Rome, 2015, p. 1

<sup>41</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>42</sup> Refers to such categories as: least developed countries, landlocked developing countries, middle income countries, and small island developing states.

<sup>43</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>44</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 7. Monitoring of the contribution at the outcome level (CPF country outcomes) is not systematic.**

28. 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>45</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>46</sup>
29. 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>47</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>48</sup>

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

<sup>45</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.

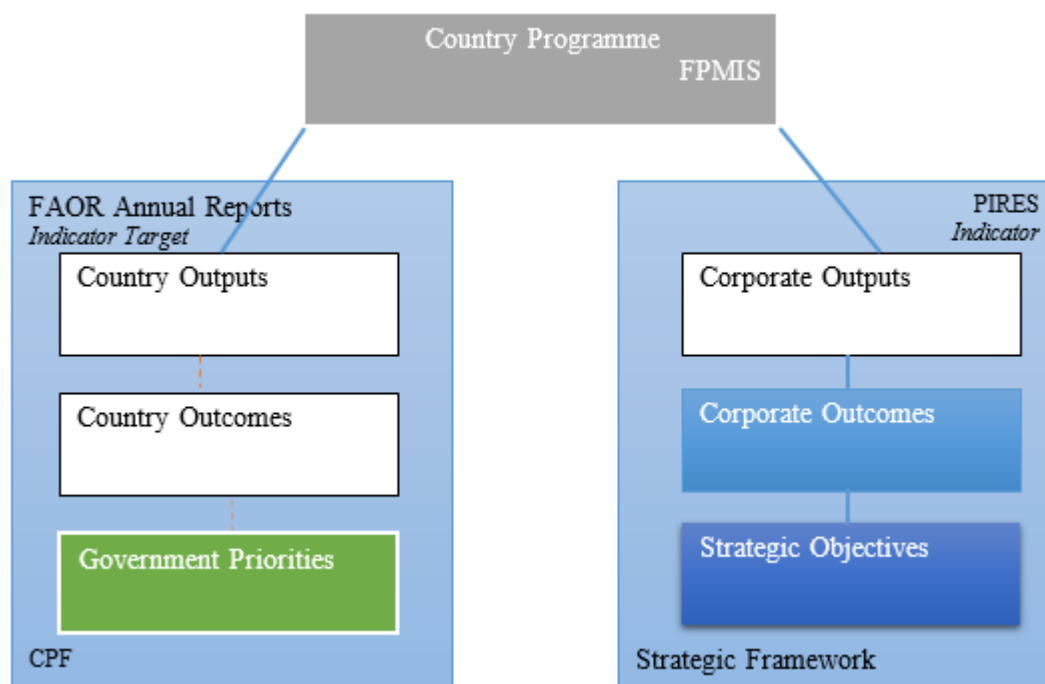
<sup>46</sup> FAO, *The Director-General's Medium Term Plan 2018-21 and Programme of Work and Budget 2018-19*, Rome 2017.

<sup>47</sup> Cf. FAO, *Synthesis of lessons learnt in the application of the Country Programming Framework*, April 2018. pp. 16-17.

<sup>48</sup> Cf. FAO, *Synthesis of lessons learnt in the application of the Country Programming Framework*, April 2018. p. 6.

30. 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>49</sup>



31. 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>50</sup> Thus, the CPF is not systematically used to track progress on results achieved, and to adjust the programme accordingly.

**Finding 8. There is a substantive communication dimension to the effective management of partnerships.**

32. 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 the private sector.<sup>51</sup> The FAO strives to communicate its experience, what can be expected from the partnership and highlight their comparative advantages. As a privilege of Cooperation, private partners are acknowledged for their contribution in a way that shows organizations' appreciation for

<sup>49</sup> Cf. FAO, *Synthesis of lessons learnt in the application of the Country Programming Framework*, April 2018. p. 17.

<sup>50</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>51</sup> Cf. IFAD, *IFAD's Private-Sector Development and Partnership Strategy, Corporate-Level Evaluation*, Report n. 2420, Rome, June 2011, p. 62.

the support provided.<sup>52</sup> The respective communication divisions<sup>53</sup> Develop 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.<sup>54</sup>

33. 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>55</sup>
34. In FAO the Office for Corporate Communication (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

35. The study indicates that there has been a shift in needs and approaches from the private sector 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.<sup>56</sup> These include impact investments aimed at drawing in private investment, SDG-linked pooled funds, corporate social initiatives, social impact bonds, and other instruments.
36. 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 private sector. FAO's organization-wide strategy on partnerships provides broad guidance on partnerships and is supported by specific strategic partnerships with UN agencies<sup>57</sup>, the private sector<sup>58</sup> and civil society organizations.

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<sup>52</sup> WFP, *WFP's Private Sector Partnership and Fundraising Strategy (2013 – 2017)*, WFP/EB.A/2013/5-B, Rome 9 May 2013, p. 24.

Cf. IFAD, *IFAD Partnership Strategy, Rome 20-21 September 2012*, pp. 16-17.

Cf. IFAD, *IFAD's Private-Sector Development and Partnership Strategy, Corporate-Level Evaluation*, Report n. 2420, Rome, June 2011, p. 62.

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

<sup>53</sup> In FAO the Office for Corporate Communication (OCC), in IFAD the Communications Division (COM) and WFP Communications (COM).

<sup>54</sup> IFAD, *IFAD Partnership Strategy, Rome 20-21 September 2012*, pp. 16-17.

<sup>55</sup> Art. 1 Basic Text of the Food and Agriculture Organization of the United Nations.

<sup>56</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>57</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>58</sup> FAO, *FAO Strategy for Partnerships with the Private Sector*, JM 2013.1/2, Rome, 20 March 2013

## **Finding 9. FAO's partnership with the private sector has contributed to delivery on FAO Strategic Objectives in the following areas of engagement**

### **4.3 Development and technical programmes**

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

37. At national and local levels SO2-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>59</sup>
38. From a thematic/sector perspective, FAO's forest resources assessment is a positive example of partnerships with research agencies, universities, and private companies for developing new technologies for the public good, facilitating access to up-to-date remote sensing information for countries at a lower cost. In 2015 FAO signed a formal three-year partnership agreement (Memorandum of Understanding) with Google at COP 21 in Paris, and since 2018 FAO uses Google Earth Engine to provide free access to more than 170 forest resources assessment countries to comprehensive satellite/remote sensing imagery and databases and tools. In addition, FAO launched in 2016 a successful partnership with the African Package for Climate-resilient Blue Economies<sup>60</sup>, which provides an opportunity for the FAO, the World Bank, and the African Development Bank to combine their resources and technical knowledge towards supporting countries in fighting climate change.<sup>61</sup>
39. 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>62</sup> have helped to create a dynamism whose effects can be noted at several levels. Particularly with an increasingly recognized 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 the sustainable development, creation of a civil society forum, even if it is difficult to function.<sup>63</sup>
40. In **Pakistan**, regular engagement with commercial organizations has served farmers' needs on a sustainable basis through regular market channels.<sup>64</sup> On a programmatic level, FAO conducted a study, in partnership with the private sector, on Soil Fertility Management for Sustainable Intensification in Pakistan that provided a baseline atlas of current soil fertility practices, disaggregated by farm size and cropping systems, district-level fertilizer use and soil fertility data, to help understand soil fertility management changes required for sustainable agricultural intensification.<sup>65</sup>

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<sup>59</sup> FAO, *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, October 2018, p. 31.

<sup>60</sup> FAO, *African Package for Climate-Resilient Ocean Economies*, Abidjan 2017.

<sup>61</sup> FAO, *Evaluation of FAO's Contribution to Integrated Natural Resource Management for Sustainable Agriculture (SO2)*, Rome, October 2018, pp. 31-32.

<sup>62</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>63</sup> FAO, *Evaluation du Programme de la FAO en Cote d'Ivoire 2012-2016*, Rome, Aout 2017, p. 33.

<sup>64</sup> Including plant nurseries, livestock and poultry feed, veterinary services, sheep shearing, and poultry incubators.

<sup>65</sup> FAO, *Evaluation of FAO's Contribution to the Islamic Republic of Pakistan, 2012-2017*, Rome, November 2017, pp. 28, 41.

41. In **Myanmar**, FAO supported the government in the formulation of the National Plan of Action for Food and Nutrition (NAPA).<sup>66</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>67</sup>
42. **The Forest Farm Facility (FFF)** intervention worked successfully with community forest producer associations to establish a reliable and effective national apex body.<sup>68</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. In addition, FAO has promoted improvements in the commodities supply chain. FAO initiated improvements in mango supply chains, improving product quality and reducing the dependence on single buyers benefitting from funding received from the Common Fund for Commodities and the Organization of the Petroleum Exporting Countries Fund for International Development, and by promoting public-private partnerships with the Flowers and Vegetables Producers Association.<sup>69</sup>
43. In **Honduras**, FAO has cooperated with the private sector as part of the different processes carried out by the projects that are being implemented. In fisheries, FAO partnered with the National Association of Honduran Fish Farmers in knowledge dissemination and consultation workshops to prepare the National Plan against Acute Hepatopancreatic Necrotic Disease (AHPND), a process led by the General Directorate of Fisheries and Aquaculture (DIGEPESCA) and the National Service for Agrifood Health and Safety

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<sup>66</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>67</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>68</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>69</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. The government is seeking support from the private sector in certain areas, including dairy production, vegetable food processing, and marketing. Cf. FAO, *Evaluation of FAO's Contribution to the Myanmar Country Programme*, Rome, November 2017, pp. 30, 36, 42, 43.

(SENASA)<sup>70</sup> and supported by an FAO interregional project.<sup>71</sup> In the framework of Seeds for the Development project, in collaboration with Directorate of Agricultural Science and Technology (DICTA), FAO engaged the private sector to establish and strengthen the National Seed System.<sup>72</sup> In addition, the FAO signed two agreements with the Kielsa Foundation dedicated to the implementation of family garden projects in the Lepaterique area. Although the collaboration with this last partner did not get off to a good start due to delays in the implementation of the project, FAO managed to reestablish the working relationship and to a certain extent the level of trust of the donor.<sup>73</sup>

### SO 3 – Reduce rural poverty

44. FAO has built a string of valuable partnerships in SO 3-related themes. Some of these partnerships have the potential to deepen with the growing importance of the issues and challenges identified for priority action by the SDGs.<sup>74</sup> The review of FAO SO3-tagged projects showed that almost all of the interventions started in 2015-2016 had been designed in collaboration with government counterparts, civil society, the private sector, including smallholder and small-scale food producer organizations and cooperatives donors, academia and UN agencies.<sup>75</sup>
45. In **Bangladesh**, FAO'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 among which the private sector. The partnerships covered strategy and policy, knowledge and advocacy, technical assistance, capacity development and field-level implementation of interventions.<sup>76</sup> These resulted in more sustained results and uptake of technical practices. One such example is the partnership with **Milk Vita**, which has been instrumental in adapting technologies for small-scale farmers in dairy nutrition, stock improvement, farm and feed management, hygienic milk collection, handling, and transportation. It created several useful innovations such as the chilled milk carrying 'milkshaws.' Milk Vita's strength in cooperative marketing complemented **the Grameen Foundation's** strengths in social mobilization, resulting in an effective partnership.<sup>77</sup>
46. FAO's efforts to enhance private-sector-producer linkages for development of food product value chains were embedded in four projects.<sup>78</sup> Indeed, FAO implemented the

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<sup>70</sup> The General Directorate of Fisheries and Aquaculture is one of the five General Directorates that make up the Secretariat of Agriculture and Livestock. The rest is the National Directorate of Sustainable Rural Development (DINADERS), the Directorate of Agricultural Science and Technology (DICTA), the Irrigation and Drainage and the National Agricultural Health Service (SENASA) respectively.

<sup>71</sup> TCP/INT/3502: Reducing and managing the risks of Acute Hepatopancreatic Necrotic Disease (AHPND) of farmed shrimp

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

<sup>73</sup> FAO, *Evaluation de Programa Pais, Honduras 2013-2016*, Rome, Diciembre 2017, p. 35.

<sup>74</sup> FAO, *Evaluation of FAO's Contribution to the Reduction of Rural Poverty through Strategic Programme 3 (SO3)*, Rome, March 2017, p. 19.

<sup>75</sup> FAO, *Evaluation of FAO's Contribution to the Reduction of Rural Poverty through Strategic Programme 3 (SO3)*, Rome, March 2017, p. 19.

<sup>76</sup> Cooperative Credit Union League of Bangladesh is among the private sector partners with which FAO has partnered at the country level. FAO, *Evaluation of FAO's Contribution to Bangladesh*, Rome, December 2017, p. 59.

<sup>77</sup> FAO, *Evaluation of FAO's Contribution to Bangladesh*, Rome, December 2017, pp. 62-63.

<sup>78</sup> 1. Building Trade Capacity of Small-scale Shrimp and Prawn Farmers in Bangladesh: Investing in the Bottom of the Pyramid Approach (MTF/BGD/046/STF); 2. Food Security through Enhanced Agricultural Production Diversified Sources of Income, Value Addition and Marketing in Bangladesh (GTFS/BGD/041/ITA); 3. Improving Food Safety in



- 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 between the Department of Fisheries and private hatcheries in developing quality fish seed (TCP/BGD/3501). The project has made important contributions to policy, by among others, developing a selective breeding strategy for Ruhu and better hatchery management guideline. The engagement with the private sector helped boost farmer's confidence in the economic viability of good practices introduced in feed procurement, use, and aquaculture practices.
47. FAO has played an important role in controlling animal diseases through enhanced surveillance and biosecurity, worked with the Emergency Centre for Transboundary Animal Disease (ECTAD) since the outbreak of avian flu in 2007, improved practices in backyard farming, upgraded veterinary services, and promoted public-private partnerships for preventing and controlling animal diseases. Indeed, FAO sought to foster close interaction between the public and private sectors by involving small and large-scale commercial poultry farms, animal health companies, and NGOs in the development, implementation, and auditing of practical biosecurity guidelines for commercial poultry.<sup>79</sup> In addition, FAO also developed a framework to operationalize the One Health approaches with partners, and Bangladesh could become a leading case for other countries in the region.<sup>80</sup>
  48. In **Kenya**, FAO support to enhance access to market and value addition by facilitating linkages and collaboration with the private sector actors has been valuable.<sup>81</sup> FAO acted as an honest-broker between farmers and private business to increase market access in its project on conservation agriculture most notably in the case of **Azuri and East African Maltings Limited**.<sup>82</sup> Indeed, the Government in partnership with the private sector and development organizations have come together to support mariculture through programmes such as **Kenya Coastal Development Project (KCDP)** and **Blue Growth Initiative (BGI)**. As a result, plans are underway to establish three hatcheries for crab, fish, and prawns.<sup>83</sup>
  49. In addition, FAO ensured the increased productivity and profitability of small holder farmers through promotion and up-scaling of GAP and CA in productive semi-arid areas of Kenya. The **IPP-GAP project**<sup>84</sup> aims to attain its objectives inclusive for improved access

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Bangladesh (GCP/BGD/047/NET); 4. Smallholder Dairy Development Project (MTF/RAS/259/CFC). Cf. FAO, *Evaluation of FAO's Contribution to Bangladesh*, Rome, December 2017, p. 42.

<sup>79</sup> FAO, *Evaluation of FAO's Contribution to Bangladesh*, Rome, December 2017, p. 63.

<sup>80</sup> FAO, *Evaluation of FAO's Contribution to Bangladesh*, Rome, December 2017, pp. 37, 50-51.

<sup>81</sup> FAO, *Evaluation of FAO's Contribution to the Republic of Kenya*, Final Report, Case Study, Rome, May 2018, pp. 3, 38.

<sup>82</sup> In Makueni County FAO officers frequently meet with NGOs and other local stakeholders working in the county to facilitate dialogue and coherence of the projects undertaken in the area. This approach promotes coherence, so there is a lower risk of two stakeholders duplicating efforts. These sessions provide a space for all stakeholders to reassess their role and contribution to agricultural development projects in the county. FAO, *Evaluation of FAO's Contribution to the Republic of Kenya*, Final Report, Case Study, Rome, May 2018, p. 31.

<sup>83</sup> FAO, *Evaluation of FAO's Contribution to the Republic of Kenya*, Final Report, Case Study, Rome, May 2018, p. 41.

<sup>84</sup> It contributes to FAO's Strategic Objective 2 (Increase and improve the provision of goods and services from agriculture, forestry and fisheries in a sustainable manner) and to Outcomes 15 and 2 of the FAO CPF for Kenya. 15. The project targets 80 000 direct beneficiaries in eight counties (Machakos, Makueni, Kitui, Tharaka Nithi, Laikipia, Meru, Kwale and Kilifi). Thirty percent of target beneficiaries should be women. It has a total budget of EUER 9.5 million and is supported by the European Union.

16. It has a total budget of EUR 9.5 million and is supported by the European Union.

Cf. FAO, *Evaluation of FAO's Contribution to the Republic of Kenya*, Final Report, Case Study, Rome, May 2018, p. 3.

to financial services and products by promoting strategic partnerships across value chains with the private sector.<sup>85</sup>

50. In **Egypt**, FAO projects have had direct and at times substantial influence on the positions and decisions of partners. FAO's projects on food loss and waste on food value chains<sup>86</sup> aimed at support countries to develop evidence-based food losses and waste reduction programmes at national, regional and global levels and thus support relevant stakeholders, inclusive the private sector, promote inclusive, efficient and sustainable agri-food value chains.<sup>87</sup>
51. There are several organizations that affiliate to the Ministry of Agriculture and Land Reclamation (MALR)<sup>88</sup>, the responsible central agency for agricultural development, among which private sector companies and non-governmental organizations, such as Agricultural Cooperatives are also involved in the agricultural and rural development of Egypt.<sup>89</sup> The FAO project on "Support to the Reform of the Law Governing Agricultural Cooperatives in Egypt" (TCP/EGY/3503) has stimulated the introduction of reforms that would lessen control by the Ministry of Agriculture on agricultural cooperatives and enable the latter and agricultural cooperatives to enter into a partnership with the private sector.<sup>90</sup>
52. In **Cambodia**, private sector actors have been included in the Technical Working Group on Agriculture and Water (TWG-AW)<sup>91</sup>, though it was reported that some did not return after a few meetings.<sup>92</sup> Nonetheless, FAO has developed several linkages with the private sector, for example through the Geographical Indications project, MALIS, and Participatory Guarantee System (PGS). The MALIS impact study shows that the collaboration with a private sector actor contributed to positive results such as increased incomes of project beneficiaries.<sup>93</sup>

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

53. The diversity of activities under SO 4 suggests that there is a diversity of partners extending beyond the traditional lead partnership with the Ministry of Agriculture. FAO can count

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<sup>85</sup> FAO, *Evaluation of FAO's Contribution to the Republic of Kenya*, Final Report, Case Study, Rome, May 2018, p. 7.

<sup>86</sup> TCP on Capacity Building for Food Loss Reduction TCP/SNO/3501 with a total budget of USD 2.3 million; Improving household food and nutrition security in Egypt by targeting women and the youth GCP/EGY/024/ITA with a total budget of USD 3 million.

Reference is made as well to projects: 'Capacity Building for Food Loss Reduction in the Near East' (TCP/SNO/3501) and 'Food Loss and Waste Reduction and Value Chain Development for Food Security in Egypt and Tunisia (GCP/RNE/004/ITA) which aim at facilitating the operation of market forces, and the mechanisms essential for suitable allocation of investments, exporting agricultural products and raising awareness. The focus of (GCP/RNE/004/ITA) project on women-organizations and private sector (small and medium-sized enterprises) and the development of market linkage activities are also very relevant. Cf. FAO, *Evaluation of FAO's Contribution to the Arab Republic of Egypt*, 2012-2017, Rome, April 2018, p. 32.

<sup>87</sup> FAO, *Evaluation of FAO's Contribution to the Arab Republic of Egypt*, 2012-2017, Rome, April 2018, pp. 4, 17. Nonetheless, partnerships with the private sector were found to be minimal. For instance, the Capacity Building for Food Loss Reduction in the Near East subregional project (TCP/SNO/3501), the beneficiaries were supposed to be private actors in the wheat value chain, as per the project design. In the implementation, a Training of Trainers workshop was organized, but with none of the participants from the private sector or civil society.

<sup>88</sup> The official abbreviation considered by FAO: <http://www.fao.org/neareast/news/view/en/c/387724/>

<sup>89</sup> FAO, *Evaluation of FAO's Contribution to the Arab Republic of Egypt*, 2012-2017, Rome, April 2018, p. 12.

<sup>90</sup> FAO, *Evaluation of FAO's Contribution to the Arab Republic of Egypt*, 2012-2017, Rome, April 2018, p. 27 – 28,35.

<sup>91</sup> The Technical Working Group on Agriculture and Water

<sup>92</sup> FAO, *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, November 2018, p. 41.

<sup>93</sup> In some cases, the sustainability of interventions is strongly dependent on farmers' continuing access to markets, as in the case of the Participatory Guarantee System project in Kandal and Battambang. Cf. FAO, *Evaluation of FAO's Contribution to The Kingdom of Cambodia*, Rome, November 2018, pp. 39, 58.

- many good examples where the work is guided by **multi-stakeholder platforms**.<sup>94</sup> FAO is assisting the groups to institutionalize programmes via legislation and budgetary allocations in local government. FAO's recent initiative with the Enhanced Integrated Framework (EIF) processes in Africa is also a welcome step in efforts to improve coherence and coordination between agricultural and trade policy formulation.<sup>95</sup> Moreover, FAO's active engagement of multiple stakeholders in its work on Food Loss and Waste (FLW) has engendered active engagement of the private sector, such as with Nutresa in **Colombia**, and with Cargill in **Sri Lanka** and in **India**, where Cargill has expressed interest in supporting state of the art warehousing.<sup>96</sup>
54. FAO's efforts complement support from other partners. In **Viet Nam, the Safe Vegetables value chain project** has linked farmers to supermarkets. Over time, Viet Nam has built a nationwide network of inspection, testing and certification laboratories including several private, international laboratories. The European Union recognizes NAFIQAD as the national control agency for certification of agri-food exports to the European Union and is assisting with alignment of laws, procedures, and systems to European Union requirements under the imminent free trade agreement.<sup>97</sup>
55. Smallholder farmers' access to finance has remained one of the major obstacles to an agricultural revolution and the reduction of poverty. Addressing challenges in **value chain finance** is seen as highly relevant and critical to enabling inclusive agricultural and food systems. Several financing activities are taking place at the country level, in addition to knowledge products and capacity-building efforts.
56. Work on global trade and value chains also requires relationships with the private sector, beyond farmers. FAO has made good headway in developing several partnerships with private sector entities. The partnership with **Messe Dusseldorf** and **Interpak** for the SAVE FOOD initiative is a visible vehicle that is contributing to advancing the Food Loss and Waste agenda. It also contributes to SDG 12.3 by bringing together about 900 stakeholders from the government; private sector<sup>98</sup> and civil society.
57. In **Tanzania**, FAO partnered with **Rabobank Foundation**<sup>99</sup> to address the production, financial and marketing challenges faced by smallholder rice paddy producers.<sup>100</sup>

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<sup>94</sup> Reference made to the Food for the Cities programme, and the ongoing project titled "Developing Sustainable Food Systems for Urban Areas" which include the local government of various levels, civil society, researchers, charities, farmers, marketers, and others.

<sup>95</sup> FAO, *Evaluation of FAO's contribution to inclusive and efficient agricultural and food systems (SO4)*, PC122/3, Rome, 6-10 November 2017, p. 35.

<sup>96</sup> FAO, *Evaluation of FAO's contribution to inclusive and efficient agricultural and food systems (SO4)*, PC122/3, Rome, 6-10 November 2017, p. 36.

<sup>97</sup> FAO, *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, October 2017, p. 16. Cf. FAO, *Evaluation of FAO's contribution to inclusive and efficient agricultural and food systems (SO4)*, PC122/3, Rome, 6-10 November 2017, p. 36.

<sup>98</sup> Reference made to the packaging sector

<sup>99</sup> Rabobank is an international financial services provider operating based on cooperative principles. It offers retail banking, wholesale banking, private banking, leasing, and real estate services. Including National Microfinance Bank as when the National Microfinance Bank (NMB) was privatized by the Tanzanian government in 2005, Rabobank acquired a 35 percent stake.

<sup>100</sup> FAO, *Evaluation of FAO's contribution to inclusive and efficient agricultural and food systems (SO4)*, PC122/3, Rome, 6-10 November 2017, p. 12.

58. In **Barbados**, FAO facilitated and contributed to the success of the Caribbean cassava value chain.<sup>101</sup> The key was to have a strong partner from the private sector (Purity Bakery), who was willing to introduce a new product. In addition, FAO's contract farming and business model training in 2015 helped the value chain members understand that when private sector companies are the drivers, lasting improvements and sustainable development are more likely – rather than the more typical process started by the government and then 'handed over' to farmers or processors.<sup>102</sup>
59. In **Ukraine**, FAO has, on the one hand, concentrated in building export-competitive value chains and market development.<sup>103</sup> These efforts, mostly projects financed by the European Bank for Reconstruction and Development (EBRD) and implemented by FAO's Investment Centre Division (TCI) unit addressed market standards, access to finance and other issues affecting competitiveness at the downstream level.
60. On the other hand, FAO's work under the "**Partnership Agreement between Ukraine Government and Private Sector**" facilitates dialogue and partnership for priority reforms and an enabling agribusiness environment and is directly linked to food safety aspects. This also included drafting regulation materials in private veterinary practice and Sanitary and Phytosanitary (SPS), food safety for consultations between food safety regulator and sector associations, with FAO technical leadership. Development of a framework for self-regulation is a key theme in these dialogues.<sup>104</sup>
61. FAO has taken a gradual transition to address food safety control aspects using a 'One-Health' approach encompassing entire value chains as well by engaging in public-private partnerships to strengthen biosecurity and poultry health aspects in production systems.<sup>105</sup> FAO conducted field training for farmers, government extension service staff and other stakeholders on surveillance, disease detection and information gathering in live bird markets, farms, and border and forest areas inhabited by wildlife. Biosecurity guidelines for hatcheries and parent flock farms have been prepared and disseminated. Complementing projects in Japan, One UN addressed veterinary public health capacities and coordination of surveillance and diagnosis networks and provided support to a food safety law to reduce the risk of food-borne pathogens.<sup>106</sup>
62. The Country Programming Framework 2015-2017 of **the Kyrgyz Republic** regards public-private partnerships as "important tools for strengthening agriculture along commodity value chains; i.e., for input supply to farmers, post-harvest value addition (processing/marketing), management of technical knowledge and market information." The policies and guidelines designed, promoted and implemented that are linked to FAO SO4 - Enable

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<sup>101</sup> Work began in 2014 in response to the Caribbean Community Secretariat decision to support locally grown products that could substitute for imports. Stakeholders include the Ministry of Agriculture, Barbados Agricultural Development and Marketing Corporation (BADMC), universities, Caribbean Agriculture Research and Development Institute, farmers, and a private sector bakery.

<sup>102</sup> FAO, *Evaluation of FAO's contribution to inclusive and efficient agricultural and food systems (SO4)*, PC122/3, Rome, 6-10 November 2017, pp. 30-31.

<sup>103</sup> Particularly grain, flour, organic products, and meat.

<sup>104</sup> FAO, *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, October 2017, p. 18.

<sup>105</sup> i.e., From farm to chopsticks.

<sup>106</sup> FAO, *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, October 2017, p. 20.

- inclusive and efficient agricultural and food systems, were achieved through projects in the livestock, fisheries and agriculture sectors.<sup>107</sup>
63. Private sector engagement in the design and implementation of the policies, strategic documents, and field programmes has been limited to parastatal institutions.<sup>108</sup>
64. There have been cases of FAO engaging professional organizations in policy dialogue as co-authors of the draft report on genetic resources, and a limited number of private sector stakeholders, including sector associations co-authored the draft plan.<sup>109</sup>
65. Private sector involvement has been further seen in Public-Private Partnerships brokered in the fisheries development projects based on cooperation with private fish processing and aqua-feed production companies.<sup>110</sup>
66. In **Cameroon**, the FAO-EU FLEGT Program, a global initiative sponsored by the Government of Sweden, the UK Government, the European Union, and FAO, supporting stakeholders in participation in FLEGT processes through two different mechanisms of support: calls for proposals and direct assistance. In the case of Cameroon, support has been provided mainly through calls for proposals<sup>111</sup> which are launched at the international level and intended for governments, civil society, and nonprofit private sector organizations which can submit project ideas that help to encourage legal timber production and reduce illegal logging.<sup>112</sup>
67. In **Nicaragua**, FAO supported the organization of 10 government congresses with producers, representatives of family farming and the private sector, and two courses in agro-meteorology and agroecology, with emphasis on food security, coordinated by the Universidad Nacional Agraria (UNA), and to which 56 civil servants participated.<sup>113</sup>

#### 4.4 Policy dialogue

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

68. FAO has long been committed to the notion that increasing food production was a sufficient condition for food security, and achievable primarily by technical means, for example in the Special Programme for Food Security initiated in 1995. However, it becomes increasingly clear that beyond technical issues and solutions, the national and international

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<sup>107</sup> These are aligned with the National Sustainable Development Strategy priority on service provision and modernization of the agricultural sector, including creating prerequisites for the technical and technological modernization of agricultural production, and improvement of service provision in the areas of livestock and crop production (including plant protection, integrated pest management and rehabilitation of irrigation systems). FAO, *Evaluation of FAO's Contribution to the Kyrgyz Republic*, Rome, July 2017, pp. 13-14.

<sup>108</sup> FAO, *Evaluation of FAO's Contribution to the Kyrgyz Republic*, Rome, July 2017, p. 16.

<sup>109</sup> The State Selection and Breeding Center including sector associations like the Seed Breeders Association of Kyrgyzstan. Cf. FAO, *Evaluation of FAO's Contribution to the Kyrgyz Republic*, Rome, July 2017, p. 16.

<sup>110</sup> The sustainability of the associations set up as a part of the Finnish programme is to be ensured by building their capacities to manage mini-hatcheries and feed mills, as well as to provide extension services in fisheries and aquaculture to the rural population. Currently, all of these activities are planned to be implemented in the framework of the GCP/KYR/012/FIN project. Cf. FAO, *Evaluation of FAO's Contribution to the Kyrgyz Republic*, Rome, July 2017, p. 28-29.

<sup>111</sup> Up to a maximum of US \$ 110,000 per proposal.

<sup>112</sup> FAO, *Evaluation du Programme de la FAO au Cameroun 2013-2017*, Rome, Decembre 2017, p. 43.

<sup>113</sup> FAO, *Evaluacion del Programa de la Cooperacion de la FAO en Nicaragua 2013-2016*, Rome, Abril 2018, p. 36.

- policy environments were important determinants of investment and productivity in agriculture.<sup>114</sup>
69. In policy dialogue, FAO efforts to engage the private sector and farmer organizations are most evident within its coordination platforms most notably in the Committee on World Food Security. The Committee on World Food Security (CFS) represents the type of multistakeholder coordination forum through which countries implement inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and all forms of malnutrition by 2030. It is recognized as the most inclusive international coordination mechanism for food and nutrition security.<sup>115</sup>
70. Sustained and continuous coordination, negotiations and exploration of conflicts of interest are necessary to achieve Food Nutrition and Security (FNS). It is noteworthy that in **Chile** the private sector became supportive of changing food-labeling practices to combat overweight after an advocacy work by the Government, with the support of Pan American Health Organization (PAHO) and FAO. On the contrary, in El Salvador, the final approval of the new Food and Nutrition Security law still depends on the consent of representatives of the private sector.<sup>116</sup>
71. In **Guatemala**, FAO given its comparative advantage on land tenure was able to position itself as a key interlocutor and ally of the Secretariat of Agricultural Affairs in the process of revision and adaptation of the agrarian policy 2011-2015.<sup>117</sup> In this process, in addition to providing technical support for the revision and adaptation of the agrarian policy, FAO also took advantage of its convening capacity to promote political dialogue with agrarian institutions and actors such as civil society, the private sector, and academia.<sup>118</sup>
72. **The Forestry and Farm Facility (FFF)**<sup>119</sup> promotes sustainable forest and farm management by supporting local, national, regional and international organizations and platforms for effective engagement in policies and investments that meet the needs of local people. Its 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 the local, regional and national levels.<sup>120</sup> FAO joined a group of actors that achieved the approval of the ProForest Law and the strengthening of the National Forestry Institute (INAB).
73. In this regard, FAO promoted the participation of the Alliance in the process of dialogue and amendment of said law. The ProForest Law will allow the allocation of economic and financial resources to various forest management initiatives for thirty years. This process was also attended by several groups of interest of the country in the field of forests, through producers, municipalities, companies, government sectors, NGOs, private sector,

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<sup>114</sup> FAO, *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, April 2018. p. 3.

<sup>115</sup> FAO, *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, April 2018, pp. 8, 11.

<sup>116</sup> Cf. FAO, *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, April 2018, p. 19.

<sup>117</sup> Approved in 2014 under the governmental agreement [372-2014](#)

<sup>118</sup> FAO, *Evaluacion de Programa Pais, Guatemala 2013-2016*, Rome, Julio 2017, p. 31.

<sup>119</sup> It is a global initiative with activities in ten countries: Bolivia, Guatemala, Nicaragua, Gambia, Kenya, Liberia, Zambia, Nepal, Burma, and Viet Nam.

<sup>120</sup> FAO, *Evaluacion de Programa Pais, Guatemala 2013-2016*, Rome, Julio 2017, p. 11.

academia, cooperatives and producer associations, cooperatives, community committees and community forestry groups of women.<sup>121</sup>

74. On the contrary, in implementing FAO programme in **the West Bank and Gaza Strip**, the organization is faced with challenges related to issues of sovereignty, restricted access to natural resources and markets. Nonetheless, to address these challenges the FAO has included in its programme design access to markets and increase competitiveness through products' value addition, partnership building with the private sector and farmer cooperatives, according to a model more geared towards resilience, while working for the rehabilitation of the supply side of the value chain during the frequent crisis spikes.<sup>122</sup>
75. An important aspect of building and maintaining partnerships continues to be communication. FAO presence in multiple coordination fora and participation in dialogue with various ministries and donors<sup>123</sup> NGOs, other UN agencies and the private sector, FAO maintains strong channels of communication with all relevant stakeholders.<sup>124</sup> Indeed, FAO since 2009 has engaged in policy support and institutional capacity development, engaging several governmental bodies, civil society, private sector, and academia. Results of FAO's work in this area include engagement in the formulation and monitoring of national agricultural strategies and the support offered to the definition of regulatory frameworks and development of technical and institutional capacities in public services.<sup>125</sup>

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

76. FAO statutory body composed of senior executives from the private industry sector worldwide like the Advisory Committee on Sustainable Forest-based Industries and the World Banana Forum have allowed FAO to have close links with the private sector.<sup>126</sup>

### **4.5 Advocacy and communication**

#### **SO1 – Help eliminate hunger, food insecurity and malnutrition**

77. At the regional level, FAO has leveraged the Zero Hunger Challenge through its three Regional Initiatives in Latin America and the Caribbean, Africa, and Asia and the Pacific, with different areas of emphasis. 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 Nutrition and Security policies, legislations, and programmes.

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<sup>121</sup> FAO, *Evaluacion de Programa Pais, Guatemala 2013-2016*, Rome, Julio 2017, p. 45.

<sup>122</sup> FAO, *Evaluation of FAO's Programme in West Bank and Gaza Strip, 2011-2015*, Rome, August 2017, p. 36.

<sup>123</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. Policy dialogue efforts have been undertaken with the ministries of agriculture, women's affairs, labor and health.

<sup>124</sup> Through the above coordination fora, as well as with Palestinian stakeholders and institutional representatives, and COGAT and other Israeli entities. Cf. FAO, *Evaluation of FAO's Programme in West Bank and Gaza Strip, 2011 - 2015*, Rome, August 2017, p. 49.

<sup>125</sup> Support has been offered in areas like food safety, the Sanitary and Phytosanitary (SPS) regulations, the capacity of veterinary through the National Animal Identification System (NAIS) and plant protection, support to disaster risk management capacities and information management; formulation of quality standards and many others. Cf. FAO, *Evaluation of FAO's Programme in West Bank and Gaza Strip, 2011-2015*, Rome, August 2017, p. 75.

<sup>126</sup> FAO, *Evaluation of FAO's contribution to inclusive and efficient agricultural and food systems (SO4)*, PC122/3, Rome, 6-10 November 2017, p. 36.

78. For instance, FAO has contributed to the development of Plan SAN-CELAC and its gender strategy.<sup>127</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 Food Nutrition and Security (FNS). FAO has also supported the expansion of the Parliamentary Fronts against Hunger (PFH). To date, there are 4 PFH in regional and subregional parliaments<sup>128</sup> and 17 in national parliaments.<sup>129</sup> It is noted, however, that results were uneven across the regions, and depended on the degree of engagement with regional integration bodies.<sup>130</sup>
79. Nevertheless, at country level, there is room for improvement in liaising with the private sector and civil society organizations (CSO) to engage them in efforts to achieve Food Nutrition and Security (FNS) goals by utilizing the value added of these relationships. If managed carefully at the political level, the relationship with producer organizations can be particularly useful for advocacy and policy incidence. Indeed, the **Nepal** Country Office has worked productively with farmer organizations in the forums and debates about the right to food being inserted in the country's constitution.<sup>131</sup>

#### 4.6 Norms and standard setting

80. In Guatemala, FAO made an important contribution by supporting the implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests in the Context of National Food Security (VGGT).<sup>132</sup>

#### 4.7 Knowledge management and dissemination

81. 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 (e.g., workshops, study tour, forum) 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>133</sup>
82. 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

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<sup>127</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>128</sup> Parlamento Latino-Americano (PARLATINO), Parlamento Centro-Americano (PARLACEN) and Parlamento Andino (PARLANDINO).

<sup>129</sup> FAO, *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, April 2018, p. 16.

<sup>130</sup> FAO, *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, April 2018, p. 16.

<sup>131</sup> FAO, *Evaluation of FAO's Strategic Objective 1: Contribute to the eradication of hunger, food insecurity, and malnutrition*, Rome, April 2018, p. 30.

<sup>132</sup> FAO, *Evaluacion de Programa Pais, Guatemala 2013-2016*, Rome, Julio 2017, p. 31.

<sup>133</sup> Policy-makers, extension workers and the private sector.



which extent any of the publications influenced particular activities or decision-making processes at any level.<sup>134</sup>

#### 4.8 Mobilization of resources

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

83. In **Bangladesh**, food exports suffered rejections due to prohibited levels of chemical residues. FAO facilitated a strict compliance and quality control programme, considerable donor assistance and private investments in an export-oriented shrimp processing industry successfully regained the lost market segment overseas.<sup>135</sup>

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

84. At the country level, in Zimbabwe, FAO's rural finance team, with initial support from TCI, has provided strong technical backstopping for the design and implementation of **the Livelihood and Food Security Programme (LFSP)**. FAO collaborated with five micro-finance institutions and three banks to increase smallholder farmers' access to formal financial services, through risk reduction strategies for lenders, as well as the development of new financial tools in partnership with the lenders. In Ethiopia, FAO and the **Rabobank Foundation** have collaborated with local microfinance lenders to select rural farming cooperatives to promote value chain development and generate employment.<sup>136</sup>

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<sup>134</sup> FAO, *Evaluation of FAO's technical cooperation assistance in the Kingdom of Saudi Arabia*, Rome, October 2016, p. 44.

<sup>135</sup> FAO, *Evaluation of FAO's Contribution to Bangladesh*, Rome, December 2017, p. 22.

<sup>136</sup> FAO, *Evaluation of FAO's contribution to inclusive and efficient agricultural and food systems (SO4)*, PC122/3, Rome, 6-10 November 2017, p. 31.

## 5. Considerations towards conclusions and recommendations

### **FAO needs to reach out to potential partners to foster mutual understanding of potential partnership benefits**

85. It has been noted that partnership proposals need to undergo long processes involving the originating unit, national and/or regional management, headquarters' senior management, and financial and legal units. The major challenges thus are related to bureaucracy, cumbersome and complicated rules, regulations and procedures, organizational effectiveness and partnership impact, communication and reporting requirements, and the use of emblems and the logo. Private sector firms compete in very dynamic environments governed by concepts like value for money, swiftness, and cost-effectiveness. This culture gap between the United Nations system and the private sector hinders the successful implementation of partnerships. Thus a further consideration may be to incorporate elements to facilitate the engagement of private sector partners and reduce the administrative burden while continuing to protect the reputation of the United Nations agencies. Some organizations have established mechanisms and/or practices that allow them to be more responsive in their approach to partnerships.
86. In this regard, further consideration could be seeking opportunities for human resources exchanges with businesses<sup>137</sup> on a reciprocal or unilateral basis, to bridge the cultural and operational differences and incompatibilities and create a pool of experts capable of understanding and guiding partnerships both ways. Furthermore, to facilitate private sector engagement and reduce the associated bureaucracy a "one-stop shop" - just one place to receive and appropriately channel private sector initiatives – may be considered.

### **The FAO needs to clarify different categories of private sector actors and accordingly review and further develop its due diligence and associated process as a function that is meant to serve the organization to identify the most strategic opportunities, while at the same time properly assessing potential risks.**

87. Risks cannot always be avoided, but they can be firstly identified by *"generat[ing] a comprehensive list of risks based on those events that might enhance, prevent, degrade or delay the achievement of the objectives. It is also important to identify the risks associated with not pursuing an opportunity."*<sup>138</sup> Assessment mechanisms should be further developed to identify not only risks but also assess potential opportunities. The ex-ante assessments, preconditions and due diligence process should be reinforced by a post-factum analysis of the fulfillment by the private sector partners of their commitments and the impact and added value of such partnerships. As a result, risk aversion should be considered with caution, while trust-building should be actively sought.

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<sup>137</sup> i.e., joint training programmes and sabbatical leaves.

<sup>138</sup> ISO 31000 (2009) 'Risk management – Principles and guidelines' 1st ed. ISO Cf. CGIAR, Risk Management Good Practice Note, Rome, December 2017, p. 13

**FAO needs to review its toolbox for implementing the strategy at the country level to maximize the potential of its core functions and means for generating more significant impact and synergies.**

88. FAO should further strengthen partnerships and alliances towards zero hunger, no poverty and sustainable use of natural resources. In order to achieve this, FAO needs to review its partnership modalities and achievements as well as funding mechanisms with a view to maximizing the potential of its core functions and means for generating greater impact and synergies. The results of this review should inform formulation and implementation of SO-specific partnership and communication action plans aiming at extending engagement to all relevant (including private sector) partners and exploiting inherent complementarities and synergies around sustainability issues.
89. At the national level, decentralized offices should be informed by these action plans, which could further elaborate on approaches to actively engage all relevant (private) partners and alliances. These efforts at various levels in FAO should be on creating multi-actor initiatives, recognizing that resources contributed by partners go beyond financial contributions and include expertise, networks and advocacy, and investments.
90. In addition, given the multifaceted elements of the SDGs and the multidisciplinary actions required for the transformational changes advocated by FAO, Country Programming Frameworks (CPFs) formulation require systematic and quality context analysis.<sup>139</sup> CPFs also need to be informed by well-facilitated and inclusive consultations to both broaden the array of partners involved and consider them as partners for achieving results. Clearer guidance and support should be given on the roles of the country core and support team after the programme formulation as well as responsibilities of the host government for monitoring and progress tracing thus how to work and manage partnerships with the private sector during the CPF implementation process. Working with the private sector (on market linkages) would require building market mechanisms into a project design. Tapping the synergy with the partners' ongoing activities is another way to ensure sustainability and continuity of results.

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<sup>139</sup> A case by case conflict analysis should be included.

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