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**PROGRESS REPORT ON FAO STRATEGY FOR PARTNERSHIPS
WITH THE PRIVATE SECTOR**

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I. Background

1. The FAO Strategy for partnership with the private sector (the Strategy) approved by the 146th Session of the FAO Council in 2013¹, provides a working framework for the development of alliances between the Organization and the private sector. The Strategy provides a set of tools aimed at guiding FAO staff on how to establish effective partnerships in support of the FAO's Strategic Objectives (SOs).
2. The Sustainable Development Goals (SDGs) help to promote the setting up of effective partnerships in the public, public-private and civil society spheres to strengthen actions to achieve the Goals. The FAO is the body responsible for monitoring 21 global indicators covering six goals, and is a major contributor to the other four indicators.
3. Through responsible investment and the implementation of inclusive business models, private sector companies can contribute to the priorities defined by the 2030 Agenda for Sustainable Development in sectors such as sustainable agriculture, nutrition, sustainable energy, infrastructure and transport as well as information technology and communications.
4. Within this framework, the FAO reinforces the implementation of its strategies approved in 2013 for partnership with non-state stakeholders (private sector and civil society organizations), which contribute to achieving the SOs and link the work of the FAO to SDG 17: *strengthen the means of implementation and revitalize the global partnership for sustainable development*.
5. The SDGs promote the establishment of multi-stakeholder platforms as a mechanism for debate and construction of global policies in programmes to combat hunger, malnutrition and poverty. The FAO has taken up this challenge and has entered into a number of collaborative initiatives with public and private sectors (governments, private entities and civil society organizations) that work together in various areas of the Organization.
6. The Regional Conferences held in 2016 in which private sector and civil society entities participated, highlighted the role of associations in supporting the work of the FAO, including the promotion of public-private partnerships (PPPs), particularly within the framework of the 2030 Agenda.
7. Institutional mechanisms have been launched that guarantee the neutrality of the Organization and the use of a decentralized approach in implementing the Strategy, while maintaining and strengthening the fundamental nature of the FAO on issues such as: (i) the capacity to provide a neutral forum for discussion to improve the decision-making capacity of Member States; and (ii) the Organization's evidence-based knowledge work and its dissemination.
8. The joint meeting of the Programme Committee and Finance Committee of 4 November 2015² welcomed the progress made in the framework of both Strategies (private sector and civil society organizations) particularly work aimed at promoting the implementation and dissemination of the various Voluntary Guidelines. The Joint Meeting also stressed the importance of partnerships in supporting the SOs, establishing links and increasing the efficiency of the FAO, ensuring a process of due diligence to assess risks and maintain the Organization's neutrality.
9. Strategic partnerships have been crucial during 2016 and are expected to demonstrate further results and positive impacts as they continue to support the implementation of the 2016-17 Programme of Work and Budget (PWB). **Since the adoption of the FAO Strategies, more than 100 strategic partnerships have been established³ with non-state stakeholders, of which 35 per cent are private sector entities.**
10. During the past year, efforts have focused on deepening, replicating and increasing the scope of existing partnerships, supporting the implementation of the work plans of the various formal partnership agreements in force. However, new partnerships of high strategic value and broad regional coverage have been added. Other partnerships in areas such as increasing the resilience of communities, access to credit by women and reducing waste in the food chain have been added through local agreements between FAO decentralized offices and the private sector.

¹ CL 146/REP paragraph 14.

² CL 153/8 paragraph 7.

³ A complete list of partnerships with the private sector, including their link to Strategic Objectives and progress in their implementation, can be found at <http://www.fao.org/partnerships/es/>.

11. In general, implementation of the Strategies (private sector and civil society organizations) is progressing in a definite manner and at a good rate as expected, contributing actively to implementation of the PWB, extending the technical capacity for action and strengthening coordination between the various actors on the ground.

12. The FAO has increased its logistical response capacity in emergency situations through actions undertaken with private sector partners and civil society organizations, such as the Kuehne Foundation, the International Federation of Red Cross and Red Crescent Societies and Action-Aid International (AAI).

13. The FAO has also expanded its capacity to design better technical solutions for the implementation of financial instruments for small family farmers and medium-sized rural enterprises with the support of the Rabobank Foundation, the Boulder Institute of Microfinance and others.

14. Similarly, our partnership with the TRAGSA Group and Google supported the work of fishery and forest technical units within specific areas relating to the implementation of the Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing as well as mapping and cartography work for administering and managing natural resources through the use of high-resolution satellite data and other methods.

II. Associations within the sphere of the FAO Programme of Work and Budget

15. The Programme Implementation Report 2014-15 (PIR) described the role of the Partnerships, Advocacy and Capacity Development Division (OPC), which is one of the units responsible for complying with Functional Objective 8 on Outreach⁴. This served as a basis for evaluating the Organization's outreach functions through partnership creation, institutional development and capacity-building, communication, resource mobilization and South–South cooperation.

16. The PIR highlighted that the 2014-2015 biennium was very satisfactory for partnership, outreach and capacity-building because the goals established within Functional Objective 8 were met and some of the expected results were even exceeded.⁵

17. Given its significant contribution to the SOs during 2016, the FAO maintained and stepped up its efforts to ensure the incorporation of strategies in working mechanisms throughout the Organization.

III. Enabling and implementing Strategic Partnerships

A. Enabling broader capacity development

18. Implementation of the Strategy with the private sector during the current stage focused on the implementation of existing agreements and/or their extension to each particular case. The FAO also continued to strengthen the technical capacity of the decentralized offices to identify partnerships at country level in order to support regional initiatives and activities identified by governments in country programming frameworks (CPFs).

19. Similarly, implementation of the Strategy has in recent years allowed the decentralized offices to significantly increase dialogue and cooperation with the private sector over: (i) specific partnership initiatives; (ii) raising of awareness of the FAO's mandate and an increased FAO presence in business forums; and (iii) exchange of technical knowledge and skills.

20. At regional, subregional and national levels, dialogue and partnership with the private sector focused on several areas relevant to the FAO's mandate. These included family farming, soil and pulses (within the context of their respective International Years), sustainable food systems, including food loss and waste reduction, and disseminating the instruments of the Committee on World Food Security.

21. Ensuring that the Strategy is applied consistently in the decentralized offices remains a priority for the Organization. In this regard, as part of technical capacity-building activities in its headquarters and decentralized offices, the FAO has promoted the use of e-Learning tools on partnerships that provide staff with guidance on the FAO's mechanisms for establishing partnerships with different types of non-state entities; the main areas of participation – and partnership risk assessment, screening and approval processes. It has also promoted activities for setting up face-to-face learning opportunities in partnership with major training institutions such as the Boston College Leadership Programme.

⁴ C 2017/8 Paragraphs 245 and 246.

⁵ C 2017/8 Paragraphs 248 and 249.

B. Strengthening risk management in private sector partnerships

22. The Strategy establishes a risk management mechanism⁶ for assessing proposed partnerships. Throughout last year, the database on non-state actors was updated and new IT tools were implemented in order to conduct a more thorough analysis of potential FAO partners able to make a substantial contribution to the SOs.
23. This analysis is based on the Guiding Principles for Business and Human Rights and considers issues relating to human rights, labour, the environment, the International Labour Organization Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and the United Nations Convention against Corruption.
24. This analysis also addresses risk factors defined in the Principles and Guidelines for FAO Cooperation with the Private Sector approved in 2000 and renewed in 2015, which complement the Strategy and offer a detailed operational guide for handling partnerships with the private sector. This revision includes the CFS-RAI Principles and the Guidelines on Tenure (VGGT).
25. The work done by the FAO in risk management includes guiding and reviewing the Organization's participation in private sector meetings and vice versa. Work continued on linking the partnership tracking and monitoring system to the FAO's corporate information and reporting mechanisms and the project management tools used as part of the Organization's results-based planning.
26. Mechanisms were also implemented to institutionalize the monitoring of strategic partnerships in the CPF report, by incorporating information on partnership results in the Country Office Information Network (COIN).

⁶ See chapter VI. *FAO risk management* of the Strategy <http://www.fao.org/3/a-i3444e.pdf>

IV. FAO partnerships with the private sector

A. Approach to the FAO's work with the private sector in 2016

27. Following the 2016-2017 PWB guidelines, throughout the last year, efforts have been focused on deepening existing partnerships, supporting implementation of the work plans adopted by the various formal partnership agreements in force. At the same time, the Organization has opened up opportunities for new strategic partnerships with certain key companies such as: Google, Rockefeller Foundation, TRAGSA Group and Autogrill, as well as partnerships with local private companies linked to the decentralized office network, whose actions contribute to the achievement of country programming framework objectives. Areas of work where the private sector has supported the FAO's SOs to the greatest extent are:

- a) developing financial instruments and investment mechanisms to support small farmers, especially agricultural cooperatives involving women (Rabobank Foundation, Crédit Agricole and MasterCard)
- b) improving the food safety chain (Mars)
- c) market access for products of family farming (Autogrill)
- d) improving the value chain of natural resources (IKEA)
- e) emergency logistics and building resilience (Kuehne Foundation)
- f) strengthening the technical capacities of governments and the FAO in forest and fishery monitoring (Google)

28. These partnerships have thus included, *inter alia*, joint activities to increase the technical capacity of the FAO in such specific activities as: i) mobilization of financial and human resources, goods and services, ii) training of FAO professionals, iii) inclusion of private sector experts in FAO multidisciplinary teams for very specific issues, iv) participation of private sector experts in policy dialogue within certain sectors.

29. The FAO has ensured regional balance in partnership building. Partnership initiatives and/or projects implemented with our partners cover all regions and fully support the FAO Strategic Framework since they are directly and operationally related and thus provide support for country programming frameworks and regional initiatives.

30. In line with the 2016-2017 PWB, attention was focused on promoting the implementation processes of global instruments such as the Voluntary Guidelines on the Responsible Governance of Tenure (VGGT), and the Principles for Responsible Investment in Agriculture and Food Systems (CSF) with key private sector companies.

31. This work encouraged some companies, such as Rabobank, to adopt the Guidelines on Tenure. For its part, the Organization for Economic Cooperation and Development (OECD) promoted the CSF principles within the various private sector enterprises and actors in countries that form part of the Organization, with a view to ensuring the inclusion of these Principles through its various development cooperation mechanisms.

32. Ongoing work includes the promotion and dissemination of CSF principles for use by private sector entities through dialogue on the role of businesses in their implementation. In this context, a workshop was organized to share knowledge and identify priority areas for the successful application of the CSF Principles, with a view to incorporating them into the design of the coverage programme.

33. During the 2016 International Year of Pulses, private sector entities that bring together national pulse producing associations participated in the Steering Committee (responsible for coordinating International Year activities) by giving technical and financial support for the implementation of various consciousness-raising activities on the contribution of pulses to sustainable development, nutrition and food security.

34. With regard to private sector involvement in ongoing FAO processes, the FAO provided guidance and support to ensure that this takes place in compliance with the Basic Texts and the Strategy, through efficient, transparent and participatory mechanisms. In this context, discussions were facilitated between stakeholders on the governance of multisectoral platforms and forums such as the Global Alliance for Climate-Smart Agriculture (GACSA), the Global Agenda for Sustainable Livestock (Global Agenda); and in the organization of Regional Symposia on *Agroecology for Food Security and*

Nutrition, and the FAO International symposium on “*The role of agricultural biotechnologies in sustainable food systems and nutrition*”, among other global meetings.

B. Support for the achievement of the FAO’s SOs.

35. In accordance with recommendations made by the Joint Meeting in 2015 and with the Strategy, in 2016 we stepped up efforts to ensure that all partnerships with the private sector continue to contribute specifically to achieving the Organization’s five SOs as well as additional Objective 6 on technical quality, knowledge and services covering cross-cutting themes of gender, governance, nutrition and climate change.

SO1: Help Eliminate Hunger, Food Insecurity and Malnutrition.

36. Activities carried out within the framework of private sector partnerships focus on cross-cutting themes of crucial importance to the Organization since they involve promoting coordination measures and support for inclusive processes relating to food security, nutrition and the right to adequate food. In this context, encouraging compliance with and implementation of Guidelines on Tenure (VGGT) has been an area of high interest supported by the private sector.

37. These worldwide partnerships have helped to improve the visibility and effectiveness of international and local public awareness initiatives through joint communiques, media information campaigns and the sponsorship and co-promotion of FAO-led actions concerning the additional SO on cross-cutting themes (nutrition). In this context, strategic partnerships have been entered into with partners contributing to the scope of this objective. Prominent among these are: *National Geographic Society, EFE news agency and the newspaper El País.*

SO2: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner

38. Activities carried out to help achieve the scope of SO2 include ensuring the application of sustainable business models for natural resource management, by facilitating an inclusive governance process that puts smallholder interests at the centre of the discussion. Support for the establishment, dissemination and use of best practices, capacity-building tools and institutional knowledge relating to the management and monitoring of sustainable natural resources has become a major area of interest in partnerships with the private sector to support this objective.

39. These partnerships support specific projects in sub-Saharan Africa, Asia and the Pacific designed to ensure the sustainability of policies through capacity-building in rural development, forestry management and sustainable land use, sustainable agricultural mechanization and the combating of illegal, unreported and unregulated fishing; some of these are linked to the additional SO on cross-cutting themes (climate change).

40. Partners supporting SO2 include: *IKEA, Google, Agridea - Global Forum for Rural Advisory Services (GFRAS), Asia-Pacific Network for Sustainable Forest Management and Rehabilitation (APFNet), Agricultural Equipment Manufacturers' Association (CEMA) and the TRAGSA Group.*

SO3: Reducing rural poverty

41. SO3 allowed the inclusion of partnerships to support the development of inclusive and sustainable value chains, empowering local producers and farmers to generate more income. These partnerships support various initiatives in Asian, African and Latin American countries that allow a favourable environment for the generation of agricultural and non-agricultural rural employment, in particular by improving access by small farmers to agricultural information and financial services and building capacities in rural and agricultural finance with an emphasis on women and young people, which is in turn linked to the additional SO on cross-cutting themes (gender).

42. Partners supporting this objective include: *Grameen Foundation, AgriCord and Boulder Institute of Microfinance.*

43. Similarly, support for achieving the goals of SO3 comes from joint work with cooperatives, producer organizations and other kinds of collective action organizations, which are the FAO’s strategic partners in fulfilling its mandate to eradicate hunger and poverty, promote sustainable food systems through market access for products from family farming and increase the income of rural people with an emphasis on women and young people, among other measures. Some examples of such partnerships are described in a subsequent section.

SO4: Enable inclusive and efficient agricultural and food systems

24. Partnerships under SO4 support specific initiatives for access to finance and investment to support small farmers in African countries as well as institutional support from the FAO and its partners for resource mobilization, nutritional educational campaigns, food safety, market access for family farm products, among other aspects linked to the additional SO on cross-cutting themes (nutrition). At world level, these partnerships promote specific measures for food loss and waste reduction through the SAVE FOOD initiative.

44. Partners supporting this objective include: *Rabobank Foundation, Messe Düsseldorf, Spanish Exporters and Investors Club, Autogrill and Mars.*

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

45. Partnerships developed to support SO5 included technical capacity-building in humanitarian and agro-industrial logistics aimed at FAO field staff and local partners in African countries, to improve risk management and increase resilience in the countries involved. Partners supporting this objective include: *Kuehne Foundation, MasterCard and the Rockefeller Foundation.*

C. Examples of the enablement of partnerships with the private sector

46. Some examples are given below of results arising out of the enablement of partnerships with the private sector during 2016 in support of the Organization's SOs.

a) Kuehne Foundation:

1. This partnership is considered strategic for the FAO because it has made it possible to improve the efficiency of the logistics system to address level 3 emergency situations in which the FAO is cooperating in South Sudan and Tanzania. Activities begun in 2013 involved the design and delivery of on-the-spot training on humanitarian and agro-industrial logistics to FAO field staff and local partners.
2. This partnership is the first that the FAO has entered into with a logistics entity and it therefore offers greater visibility in the agroindustry and urban planning sector, because logistics is crucial to improving the efficiency of the food system in both areas. The FAO and the Kuhene Foundation have currently developed a Food Logistics module for towns aimed at urban planners and municipalities. These tools are available to the Organization and its members for technical capacity-building. The results of this partnership have been so encouraging that it may be extended to other countries in Africa and the Near East (Jordan).

b) Google:

1. Google Maps and the FAO agreed to work in close partnership to ensure that geospatial surveillance and mapping tools are more accessible, helping countries to tackle climate change with the latest technology and building the capacity of experts working in the field of forestry policies and land use. In 2016, a working team was set up within the Organization headquarters made up of Google and FAO experts in the use of high-resolution satellite information as a tool for daily use in natural resource management in order to support the various projects. A forestry sector training programme has been launched to allow national experts to access a training period and use an FAO computer program and Google's accessible geospatial data files.
2. National experts from various countries can use this tool to obtain real-time mapping and classification work. Opportunities for future partnership in specific countries are very broad and may lead to innovation in a range of topics from nutrition and pest control to water management and climate change.
3. Similarly, the various uses of the Google Earth Engine tool being explored include facilitating data collection, analysis and access in specific problems, namely: desert locusts, greenhouse gases, deforestation and forest degradation and vessel registration.

c) El País:

1. El País and the FAO embarked on various partnership activities in February this year with the aim of improving and extending information on matters relating to hunger, agriculture

and food. During the first few months, they have published a total of 26 reports on fundamental themes of public interest that generate discussion, namely: peace and food security, food waste, malnutrition and land use. In March this year, an El País journalist joined the FAO for a period of training in the coverage of topics relating to the Organization's mandate.

d) TRAGSA Group:

1. Partnership with the Empresa de Transformación Agraria S.A. and the Empresa Tecnologías y Servicios Agrarios S.A (TRAGSA), launched in May 2016, is one of the most recent partnerships with the private sector. It was entered into with the aim of undertaking joint action against illegal, unreported and unregulated fishing and promoting livestock traceability and monitoring systems. Some activities have already been set in motion within the short lifetime of the partnership, namely: participation in a workshop on harmonization of identification and registration systems (including their traceability) in Ethiopia, June 2016 in Addis Ababa; and the launch of a pilot project in support of the Global Record of Fishing Vessels, coordinated by the Spanish Ministry of Agriculture and TRAGSA.

e) Rabobank Foundation:

1. The FAO's partnership with the Rabobank Foundation has been one of its most strategic partnerships in recent years. In 2016 we continued our successful partnership for the design and implementation of projects to increase access to finance and investment to support small farmers in Tanzania, Ethiopia and Kenya. This project benefited 500 families of small farmers in Tanzania, 400 in Ethiopia and 1500 in Kenya. In Ethiopia the Rabobank Foundation will provide funding to the FAO to support capacity-building activities.
2. In Kenya, this partnership has been extended to an agricultural conservation project through the joint development of a financing model for farmers that was implemented during the last farming season.
3. In Tanzania, the main activities relate to building the capacity of agricultural organizations to address production, marketing, storage and requirements that limit funding. The budget allocated for this initiative has been increased so that it can continue to be implemented until June 2017.

f) Autogrill:

1. The partnership between the FAO and Autogrill includes the introduction of products of small-scale farmers in motorway and airport restaurants belonging to the Autogrill network. This year, more family farming products were introduced (chocolate bars from Ecuador, nuts from Bolivia and cashew nuts from Kenya) for direct sale and as menu ingredients in the European Autogrill network. Similarly, Autogrill continued its efforts in support of the SAVE FOOD Initiative, undertaking nutritional education campaigns by disseminating key messages on the use of food for healthy diets, including aspects of the International Year of Pulses and introducing carryout bags in its network of restaurants. This action is linked to the additional SO on cross-cutting themes (nutrition).

g) Mars:

1. The Mars company contributed to the FAO food safety programme by facilitating access to technical data and providing experts in key areas such as food traceability. In 2016, actions focused on reducing risks to food safety relating to contamination by micro-toxins. Limiting the intake of micro-toxins is a key factor for improving public health and animal health worldwide.
2. The results obtained by the partnership with Mars include a contribution to the FAO questionnaire to identify critical and emerging issues in the area of food security and the participation of Mars in a round table on Food Safety and Food Security organized by the FAO at the annual meeting of the International Association for Food Protection held this July.

h) MasterCard:

1. This partnership allows MasterCard and the FAO to support vulnerable families through a cash transfer mechanism for the purchase of staple goods and agricultural inputs in local

markets. In 2016, progress was made in the implementation of a pilot stage in the Kakuma refugee camp in the district of Turkana, Kenya, which currently hosts 170,000 refugees who have fled wars and violence in neighbouring countries. As the second component of this stage, camp residents will be given prepaid cards for the purchase of charcoal for sustainable stoves produced locally by the community.

2. This partnership involves pursuing a future partnership initiative on resource mobilization whereby MasterCard customers can use a special mechanism to make donations to the FAO to support the fight against hunger.

i) Rockefeller Foundation:

1. This partnership, launched in September 2016, involves the Rockefeller Foundation supporting the Global Initiative on Food Loss and Waste Reduction within the context of the African region for the implementation of the African Union (AU) Malabo Declaration on Agriculture and Postharvest Losses 2025.
2. This partnership provides for institutional capacity-building by training national government officials and private sector actors in the design of investment policies, strategies and programmes aimed at reducing food losses. These initiatives will play a key role in raising the awareness of policymakers on the importance of including postharvest loss and food waste reduction strategies in national agricultural investment plans in specific countries – Nigeria, Kenya and Tanzania – as well as in other countries prioritized by the African Union and supported by the Rockefeller Foundation's "YieldWise" programme dedicated to reducing postharvest losses in Africa.
3. Similarly and through partnership with the Rockefeller Foundation's "Resilience Measurement Community of Practice (CoP)" initiative, knowledge was exchanged on resilience capacity measurement work conducted by the FAO as part of the SAVE FOOD Initiative and the Food Security Information Network (FSIN). This enabled the FAO to establish participation and leadership in progress made in pilot tests on the measurement of resilience monitoring, evaluation and learning capacity. The Rockefeller Foundation placed sufficient financial resources at the disposal of the FAO for the development of the activities mentioned above.

D. Examples of partnerships with cooperatives and producer organizations (POs).

47. Partnerships with cooperatives and POs account for 5 per cent of partnership agreements signed. The strategic framework acknowledges the importance of such collectives in reducing rural poverty and enabling more inclusive and efficient agricultural and food systems at local, national and international levels.

48. Because of its close connection with action lines developed with civil society organizations, the Report on the Strategy for Partnerships with Civil Society Organizations will describe experiences in capacity-building for the management and organization of cooperatives and POs.

49. This report includes some examples of partnership with cooperatives and POs concerning the promotion of inclusive business models focusing on technical issues such as access to credit by women, responsible investment, agricultural mechanization and resilience, specifically carried out to support the Organization's SO 3, which are listed below:

a) International Cooperative Alliance (ICA):

1. The FAO is working with the ICA to develop an online global database and platform on cooperative law, with information on the main cooperative law at country level. Within this framework, we have developed a series of forums, studies and events to promote the role of cooperatives in food security, for example in Maseru, Lesotho in June 2016, Ethiopia, Quebec, Canada.

b) Quebec Union des producteurs agricoles – Développement International (UPA-DI):

1. The partnership with UPA-DI helped to promote initiatives to strengthen producer organizations (POs) in the North African region. Three Guidelines were developed for the training of trainers in the following areas: i) strategic planning: from organizational

diagnosis to project management; ii) strengthening the mechanism for dialogue and negotiation between producer organizations and other actors; iii) financial management. In the same way, four national workshops were organized on the strengthening of mechanisms of political dialogue and negotiation in Algeria, Morocco, Mauritania and Tunisia between November and December 2015 and a subregional workshop on the financial management of POs was held in Tunisia in April 2016.

2. UPA-DI is also supporting the design and implementation of a project entitled "Support for reform of the law on agricultural cooperatives in Egypt (TCP / EGY / 3503), developed in close partnership with the FAO Regional Office for the Near East and North Africa and the Headquarters for the implementation of key activities planned in 2016 and 2017.