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RAPID CAPACITY ASSESSMENT TOOL

*Strengthening capacities to enhance responsible
investment in agriculture and food systems*



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INTRODUCTION

What is the rapid capacity assessment tool?

FAO has developed a series of capacity development tools and processes to support the application of the CFS Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI Principles) under the umbrella programme, “Supporting Responsible Investment in Agriculture and Food Systems”.

The present capacity assessment tool supports interested practitioners wanting to perform a multi-stakeholder assessment of existing and needed capacities to enhance responsible investment in agriculture and food systems in a particular country.

This four-part tool addresses the three systemic dimensions of capacity development (enabling environment, organizations and individuals):

Part 1:

The institutional set-up for agricultural investment-related policy processes

Part 2:

Policies, strategies, laws and incentives relevant to agricultural investment

Part 3:

Organizations and services relevant to agricultural investment

Part 4:

Change agents to promote responsible agricultural investment



The tool consists of a series of questions which ask groups to analyse their current national context and identify how to enhance, in their country, responsible investment in agriculture and food systems. Conducted through a multi-stakeholder workshop, this participatory process should be inclusive of all relevant stakeholders, with a particular focus on those underrepresented in the policy-making process: small-scale producers, women, youth and indigenous peoples (if applicable).

To facilitate the use of this rapid capacity assessment tool you can download an adaptable Word version at: <http://www.fao.org/3/cb3308en/questionnaire.doc>.

What is a responsible investment in agriculture and food systems?

A responsible investment in agriculture and food systems contributes to sustainable development, enhances food security and nutrition, and respects human rights. It generates sustainable positive socio-economic and environmental impacts that benefit communities and workers, particularly women and youth, and investors. Therefore, in the context of national food security, responsible

investment in agriculture and food systems is essential for supporting the progressive realisation of the right to adequate food.

What are the CFS Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI Principles)?

Developed through an inclusive multi-stakeholder process in the Committee on World Food Security, the CFS-RAI Principles are the most comprehensive international guidance instrument for agricultural investments. They are a set of ten principles that apply to all types and sizes of agricultural investment including fisheries, forests and livestock. They apply to all stages of the value chain and address all stakeholders that are involved in, benefit from, or are affected by agricultural investments.

The CFS-RAI Principles focus on promoting investments that that benefit both investors and businesses, but also on those that need it most - small-scale producers and processors, pastoralists, artisans, fishers, communities closely dependant on forests, indigenous peoples, and agricultural workers and members of other marginalised and vulnerable social groups such as women and youth. Responsible investment in agriculture and food systems enhance food security, nutrition, sustainable livelihoods and decent work. This contributes to the sustainability of investments, which decreases risks to investors and increases longer-term growth and profitability of businesses.

CFS-RAI PRINCIPLES	
1.	Contribute to food security and nutrition.
2.	Contribute to sustainable and inclusive economic development and the eradication of poverty.
3.	Foster gender equality and women’s empowerment.
4.	Engage and empower youth.
5.	Respect tenure of land, fisheries, and forests, and access to water.
6.	Conserve and sustainably manage natural resources, increase resilience, and reduce disaster risks.
7.	Respect cultural heritage and traditional knowledge, and support diversity and innovation.
8.	Promote safe and healthy agriculture and food systems.
9.	Incorporate inclusive and transparent governance structures, processes, and grievance mechanisms.
10.	Assess and address impacts and promote accountability.

Some of the key objectives of the CFS-RAI framework - eradicating poverty, fostering social and gender equality, and promoting social participation and inclusiveness span the set of all ten principles. For example, CFS-RAI Principle 3 promotes gender equality and women’s empowerment, CFS-RAI Principle 4 promotes youth empowerment, and CFS-RAI Principles 6 and 7 recognise indigenous peoples’ role in agriculture and food systems, which further reinforces the framework’s social inclusion target.

By applying the CFS-RAI Principles, the agriculture investment will help contribute to several Sustainable Development Goals (SDGs), in particular to SDGs 1 “No poverty”, 2 “Zero hunger”, 5 “Gender equality”, 8 “Decent work and economic growth”, 10 “Reduced inequalities”, and respond to the 2030 Agenda call for action to Leave No One Behind (LNOB).

Why a particular focus on vulnerable social groups?

All through the capacity assessment, stakeholders are invited to pay particular attention to the needs and interests of vulnerable social groups, including women, youth and indigenous peoples.

Integral components of people’s social identities are gender, age and ethnicity. As based on social norms, a person’s social identity determines his or her access to assets and decision-making positions. Unequal power relations along the lines of sex, age and ethnicity are critical drivers of social, economic and political exclusion and are the underlying causes of poverty, food insecurity and malnutrition.

Agricultural investment policies and initiatives may unwittingly reinforce existing patterns of exclusion and inequality if social inclusion considerations are overlooked. As an example, channeling investments into sectors or activities that ignore opportunities for livelihood improvement among more vulnerable people can add to their exclusion.

While socially ascribed differences along the lines of gender and age are relevant to every context, additional criteria (e.g. ethnicity, religion, caste etc.) can be used to identify specific marginalised groups in each country context. The concept of socially excluded groups is adapted to the local socio-cultural system in which the capacity assessment tool is applied. The tool will also include specific social categories and definitions that are relevant to each context (e.g. scheduled caste, pastoralists, people with disabilities etc.).

Part 1

Institutional set-up for agricultural investment related policy-making processes

An enabling environment for responsible investments in agriculture and food systems includes conditions that are beneficial not only to investors but to society as a whole. It must include effective mechanisms for identifying the concerns and needs of all stakeholder groups involved in, or affected by, investment, and have the capability to address these issues in the policies, strategies, laws and incentives developed or amended to foster responsible investment. Therefore, it is vital to identify whose participation needs to be strengthened and who is already well represented in decision-making processes which will lead to the development or review of policies, strategies, laws and incentives relevant to agricultural investments.

Objective: In this part, you will:

- identify the main entities, organizations and coordination mechanisms that are, or should ideally be involved in policy-making processes related to agricultural investments;
- discuss the roles that these entities, organizations and coordination mechanisms currently play, and which additional roles they should ideally have; and
- assess the participation of different stakeholders in policy-making processes.

By doing so, you will be able to get a broader understanding of the current and ideal institutional set-up for responsible investments in agriculture and food systems in your country.

1.1 What are the main entities or organizations that are currently involved in policy-making processes related to investments in agriculture and food systems? What roles do these entities play (current roles), and what other functions should they ideally carry out (desired roles)? Please differentiate between state and non-state actors when listing the entities and organizations in the table below.

Note: State actors include central and local government entities and actors, including ministries, investment promotion agencies, parliamentarians and parliamentary committees. Non-state actors include, for example, intergovernmental and regional organizations; financing institutions, donors, foundations and funds; research organizations, universities and extension organizations; small-scale producers, including family farmers and their organizations; business enterprises including large-scale farmers; civil society organizations; workers and their organizations; communities; consumer organizations etc.

Entities or organizations	Current roles	Desired roles
State actors (Identify up to 5 of the most relevant or important)		
Non-state actors (Identify up to 5 of the most relevant or important)		

1.2 What entities and organizations are currently not involved, but should be involved in the development and review of policies, laws, strategies and incentives to ensure that these enhance responsible, inclusive, gender-equitable and youth-sensitive investment in agriculture and food systems? Why are they not involved or what prevents them from being involved (reasons/obstacles)? What roles should these entities and organizations ideally play (desired roles)?

***Responsible investment in agriculture and food systems:** A responsible investment in agriculture and food systems contributes to sustainable development, enhances food security and nutrition, and respects human rights. It generates sustainable positive socio-economic and environmental impacts that benefit communities and workers, particularly women and youth, and investors.*

Entities & organizations	Reasons for not being involved/ obstacles to involvement	Desired Roles
State actors (identify up to 5)		
Non-state actors (Identify up to 5)		

1.3 What are the current coordination mechanisms for agricultural investment related policy processes? What is the purpose of coordination?

Note: Coordination mechanisms are bodies (councils, working groups, committees or fora) that bring together more than one organization, entity or actor to ensure proper management of a specific sector (such as agriculture, mining, etc.) or a specific issue (such as food security, investment, or youth employment). Coordination mechanisms may be the fora for policy dialogues. Examples of such fora may include inter-ministerial working groups on food security or agricultural investment that are inclusive of non-governmental stakeholders, or non-governmental coordination mechanisms that seek to give voice to underrepresented stakeholders in policy-making processes.

Current coordination mechanisms (indicate name of the mechanism and determine if these mechanisms focus specifically on foreign investment, domestic investment or both)	Purpose a. Activity monitoring b. Programme implementation c. Policy formulation d. Policy review e. Decision making f. Information sharing g. Budget / finance allocation h. Other _____ (please state) * You can enter more than one purpose.

1.4 Do the current coordination mechanisms include all relevant stakeholders?

Note: Inclusive governance is key for enhancing responsible investments in agriculture and food systems as agricultural investments can be carried out by/or have impacts on a very broad range of stakeholder groups. Potentially relevant stakeholder groups are suggested in the table below, though this list is not exhaustive; please amend it according to your national context.

Name of coordination mechanism: *[insert coordination mechanisms indicated in the previous table, copying this table as many times as needed]*

Stakeholder group	Currently included (Yes/No/Not sure)	Should be included (Yes/No/Not sure)	Leaders in the mechanism? (Yes/No/Not sure)
Central government			
Ministry of Agriculture			
Gender and Youth Units within the Ministry of Agriculture			
Ministry of Economy			
Ministry of Finance			
Ministry of Gender and Social Welfare			
Ministry of Youth or Youth Employment Agency			
Investment Authority / Investment Promotion Agency			
Local government			
Intergovernmental and regional organizations			
Financing institutions, funds and commercial banks			
Donors and foundations			
Research organizations, universities and extension organizations			
Small-scale producers' organizations			
Small and medium enterprises (SMEs)			
Large business enterprises, including large-scale farmers and multinational corporations			
Civil society organizations and social movements			
Rural Women's organizations			
Rural Youth organizations			
Indigenous peoples' organizations			
Community representatives			
Workers' organizations			
Other (specify)			

Indigenous peoples: There is no agreed universal definition of indigenous peoples. FAO abides by the following criteria: priority in time, with respect to occupation and use of a specific territory; the voluntary perpetuation of cultural distinctiveness, which may include aspects of language, social organization, religion and spiritual values, modes of production, laws and institutions; self-identification, as well as recognition by other groups, or by state authorities, as a distinct collectivity; and an experience of subjugation, marginalization, dispossession, exclusion or discrimination, whether or not these conditions persist (FAO, 2015).

Private sector: The private sector encompasses enterprises, companies and businesses of different size, ownership and structure, which cover all sectors of the food, agriculture, forestry and fisheries systems from production to consumption, including financing, investment, insurance, marketing and trade (FAO, 2013).

For the purpose of this assessment, we differentiate between three main groups:

- **Small-scale producers' organizations**, known as "independent, non-governmental, membership-based rural organizations of part or fulltime self-employed smallholders and family farmers, pastoralists, artisanal fishers, landless people, women, small entrepreneurs and indigenous peoples. They range from formal groups covered by national legislation, such as cooperatives and national farmers unions, to looser self-help groupings and associations" (FAO, 2007).
- **Small and Medium Enterprises (SMEs)**, known as "non-subsidiary, independent firms which employ fewer than a given number of employees. This number varies across countries. The most frequent upper limit designating an SME is 250 employees, as in the European Union" (OECD, 2005).
- **Large-scale enterprises**, seen as enterprises that employ more than 250 employees and comprise national as well as international corporations (also referred to as transnational or multinational corporations) (European Union, 2003).

1.5 Please rate the presence and participation of the following stakeholder groups in each existing coordination mechanism identified in question 1.3.

Note: Presence and participation do not refer to the same level of engagement. Some stakeholder groups may be physically present in coordination mechanisms without actively participating – engaging in discussions, influencing decisions and defending their interests. For example, women or youth may be invited to assist in coordination mechanisms but cannot voice their concerns in meetings because of cultural norms or prejudices.

Current coordination mechanisms (Copy the names of the coordination mechanisms that were identified in question 1.3.)	Stakeholder group (Please refer to the definitions in the introduction)	Presence: (Yes or No)	Participation: (Rate on a scale from 0 to 5, where 0 means no participation and 5 means high participation)
	Small-scale producers' organizations		
	Small and Medium Enterprises (SMEs)		
	Large-scale enterprises		
	Rural Women's organizations		
	Rural Youth organizations		
	Indigenous peoples' organizations		
	Small-scale producers' organizations		
	Small and Medium Enterprises (SMEs)		
	Large-scale enterprises		
	Rural Women's organizations		
	Rural Youth organizations		
	Indigenous peoples' organizations		
	Small-scale producers' organizations		
	Small and Medium Enterprises (SMEs)		
	Large-scale enterprises		
	Rural Women's organizations		
	Rural Youth organizations		
	Indigenous peoples' organizations		

1.6 Reflecting upon question 1.5, (if relevant), what actions would improve inclusiveness in current coordination mechanisms of those stakeholder groups that are currently not involved or whose participation is low (rated at 0 to 2)?

Current coordination mechanisms (Indicate name of the coordination mechanisms)	Suggested actions to improve inclusiveness of relevant stakeholder groups (Please specify to which stakeholder groups the respective actions refer)

1.7 Reflecting upon question 1.3, (if relevant), what actions are needed to improve the effectiveness of existing coordination mechanisms?

Note: Coordination mechanisms are critical for the development of coherent policies, laws and incentives. Effective coordination contributes to identify the concerns and needs of all stakeholder groups involved in, or affected by, investment, and to address these issues in the policies, laws and incentives. However, some existing coordination mechanisms might not be fully effective due to dysfunctions, such as a lack of a clear mandate, overlapping roles and responsibilities of the different entities.

Current coordination mechanisms (Indicate name of the coordination mechanisms)	Suggested actions to improve effectiveness

1.8 Is a new coordination mechanism needed? If yes, what should be the purpose of the new coordination mechanism? Who should be the members and leaders?

Purpose of needed coordination mechanism	Suggested Members	Suggested Leaders

Part 2. Policies, strategies, laws and incentives

Coherent policies, strategies, laws and incentives constitute an important element of an enabling environment. They are key to stimulate responsible agricultural investment and minimise the likelihood of adverse impacts of investments. The CFS-RAI Principles contribute to policy coherence when applied throughout the development or amendment of national policy, legal or incentive frameworks relevant to agricultural investments. Therefore, it is essential to analyse existing policies, strategies, laws and incentives in terms of their alignment with the CFS-RAI Principles and ensure that they reach and benefit the vulnerable social groups.

Objective: In this part, you will:

- identify the main policies, strategies, laws and incentives relevant to agricultural investment; and
- discuss whether existing policies, strategies, laws and incentives need to be strengthened or should new ones be developed to promote responsible investment.

2.1 What are the main current national policies, strategies, laws (including international) and incentives relevant to agricultural investments? What is your level of awareness of these policies, strategies, laws and incentives? In your opinion, what is the level of awareness of these policies, strategies, laws and incentives outside the capital city?

Note: The list of issue areas in the table below is not exhaustive. Please amend it according to your national context.

Issue area	Name of policy, strategy, law or incentive	Status: Draft, current or obsolete	Awareness of strategy, policy, law or incentive within the group currently discussing Rate 0 to 3 0 = no awareness 1 = basic awareness of the existence 2 = limited knowledge of the content 3= advanced knowledge of the content	General awareness outside the capital city? Rate 0 to 3 0 = no awareness 1 = basic awareness of the existence 2 = limited knowledge of the content 3= advanced knowledge of the content
Enhancing food security and nutrition.				
Strengthening tenure rights of communities and vulnerable groups (e.g. women, youth and indigenous peoples) to land, fisheries and forests.				

Enhancing access to rural finance.				
Enhancing rural infrastructure.				
Enhancing access to markets for small-scale producers.				
Strengthening collective bargaining.				
Enhancing export promotion.				
Enhancing access to agri-business development services, including incubators for small-scale producers.				
Strengthening youth empowerment.				
Enhancing gender-equality and women and girls' empowerment.				
Strengthening the rights of indigenous peoples, including their collective rights to land, territories and natural resources and free, prior and informed consent.				
Enhancing decent rural employment, including decent wages and working hours, as well as improving the working conditions of women and youth.				
Strengthening occupational health and safety measures, including those to protect pregnant and lactating women.				
Incentives for small-scale producers to increase agricultural production (e.g. input subsidies).				
Incentives for women to increase agricultural production.				
Incentives for youth to invest in agriculture (e.g. financial incentives).				
Enhancing promotion of larger-scale investment.				
Enhancing regulation of larger-scale investment, (e.g. by investment approval processes).				
Incentives for large-scale companies to engage with local small-scale producers (for example through contract farming).				
Incentives for larger-scale companies to employ women, youth and indigenous peoples in new agricultural investments and agribusinesses.				
Enhancing environmental protection (including incentives to invest in sustainable agriculture), natural resource management and climate-smart agriculture.				
Other (please specify).				

2.2 Reflecting upon question 2.1, are there any policies, strategies, laws and incentives that you have identified that require changes in order to enhance responsible investments in agriculture and food systems, and therefore contribute to food security and nutrition in your country? If yes, please indicate which changes are needed.

Current national policy, strategy, law, incentive (indicate name as inserted in table 2.1)	Changes needed

2.3 Reflecting upon question 2.1, among those policies, strategies, laws and incentives that have been identified, what changes should be made to ensure that they specifically support small-scale producers, including women (CFS-RAI Principle 3), youth (CFS-RAI Principle 4) and indigenous peoples (CFS-RAI Principles 6 and 7)?

Current national policy, programme, strategy, law, incentive (indicate name as inserted in table 2.1)	Changes needed

2.4 Are there any policies, strategies, laws or incentives identified under 2.1 that are not yet fully implemented? If yes, please indicate the main constraints encountered (besides a lack of human and financial resources), and what actions could lead to full implementation.

Current national policy, programme, strategy, law, incentive	Constraints to implementation	Actions needed to achieve full implementation

2.5 Reflecting upon question 2.4, are there any policies, strategies, laws or incentives that include the specific needs of vulnerable social groups, but don't fully encompass or benefit them (e.g. women, youth and indigenous peoples)? If yes, please indicate the main constraints encountered (besides a lack of human and financial resources), and what actions could foster outreach to the vulnerable social groups.

Current national policy, programme, strategy, law, incentive	Constraints to reach and benefit the vulnerable social groups	Actions needed to foster outreach to the vulnerable social groups

2.6 What additional policies, strategies, laws, or incentives (not organizations) are needed (if any) to enhance responsible investment in agriculture and food systems by, for, and with women, youth and/or indigenous peoples in your country?

New policy, strategy, law or incentive (indicate what would be the main objective)	Specific targeted stakeholder group (if any) (e.g. rural women, rural youth, indigenous peoples)

Part 3. Organizations and services

Efficient and inclusive organizations that provide accessible services are vital to strengthen the capacity of small-scale producers and workers, (including women, youth and indigenous peoples), to achieve and benefit from responsible agricultural investment. In many cases, however, crucial services may not be available or accessible. Accessibility may be limited due to various factors: high costs, deliberate or inadvertent exclusion of stakeholder groups from services or organizational structures, or limited coverage of services outside of the capital.

Objective: In this part, you will discuss whether organizations in your country currently provide all services needed so that businesses and small-scale producers can achieve and benefit from responsible agricultural investment. Subsequently, you will discuss how to improve the availability and accessibility of these services by focusing particularly on the vulnerable social groups.

3.1 Which services are available for businesses, small-scale producers and/or workers in the country? In general, how would you rate their level of accessibility? Which specific stakeholder groups (if any) have less access to the services listed?

Note: The list of services provided in the table below is not exhaustive. Please amend it according to your national context.

Services		Accessibility	Stakeholder groups who have less access to the service
		0 = not provided 1 = low accessibility 2 = medium accessibility 3 = high accessibility	[e.g. small-scale producers, rural women, young agri-entrepreneurs, indigenous peoples]
Financial services	Access to credit		
	Agricultural insurance		
	Saving schemes		
Business development services	Facilitation to access land		
	Labour and energy saving technologies		
	Value addition, transformation, processing		
	Linkages between buyers and local suppliers		
	Collective marketing of products		

	Certification schemes (including both quality, labour and sustainability standards)		
	Business incubation		
	Provision of and support to use information and communication technologies (ICTs)		
Education and training	Extension services and agricultural skill development, including mechanization		
	Strengthening capacities to develop agri-business skills, including the development of business plans and agribusiness development services in general		
	Training to improve contract negotiation skills		
	Training / information on policy processes		
	Facilitate knowledge exchange		
	Training on food security and nutrition		
	Women's empowerment in agriculture (gender-training, leadership skills development etc.)		
	Legal empowerment to strengthen communities and women land rights		
Advocacy and representation	Advocacy for inclusive and gender-sensitive investments		
	Representation of interests of workers (such as collective bargaining for decent wages in agribusinesses and plantation farms)		
Basic services	Day-care / nursery/ crèche for agri-entrepreneurs and workers with young children		
	Water and sanitation		
	Health services		
Others (please specify)			

3.2 Which unavailable or inaccessible services (e.g. rated 0 or 1 in 3.1) are needed? Which existing organization (if any) should provide them? What actions are needed to build the capacity of these organizations to provide these services?

Service (indicate unavailable or inaccessible service)	Organization (indicate organization that should provide this service)	Actions needed to build capacity of service-providers

3.3 Reflecting upon question 3.1, why do specific stakeholder groups have less access to some services? What actions are needed to improve their access to the services listed?

Service (indicate name of services as in question 3.1)	Stakeholder group having less access (indicate name of stakeholder group as in question 3.1)	Reasons for poor accessibility	Actions needed to foster accessibility

3.4 Reflecting upon question 3.1 and 3.2, what are the main organizations in your country that support small-scale producers and workers, (including women, youth, and indigenous peoples), in both achievements and benefits from responsible investments in agriculture and food systems along agricultural value chains? What are the organizations current roles and type of services provided? Ideally, what additional roles should they play?

Note: Please consider that services can be offered by different types of organizations including cooperatives, other membership-based organizations, private service providers, non-governmental organizations, governmental agencies or academic institutions.

Organization (indicate the name)	Current roles and services provided	Desired roles and areas for improvement in service-provision

3.5 Are the organizations enumerated in 3.4 inclusive of different stakeholders, i.e. are these stakeholders present and actively participating in the organizations' decision-making bodies?

Note: Presence and participation do not refer to the same level of engagement. Some stakeholder groups may be physically present in decision-making bodies of these organizations without actively participating – engaging in discussions, influencing decisions and defending their interests. For example, women or youth may be invited to assist in the organization's meetings but cannot voice their concerns because of cultural norms or prejudices.

Name of the organization [one table per organization]:			
Stakeholder presence:	Presence in decision-making bodies (Yes/No/Not sure)	Participation (Rate on a scale from 0 to 5, where: 0 means no participation, 1 low, and 5 high participation)	Should be present and participate (Yes/No/Not sure)
Small-scale producers and processors, including family farmers			
Women producers and processors			
Indigenous peoples			
Women and men workers			
Younger men between 15 and 17			
Younger women between 15 and 17			
Young men between 18 and 24 ¹			
Young women between 18 and 24			

¹ While the UN defines youth as any person age 15 to 24, it may be useful to adapt the tool to the specific national/ regional context. For example, the African Union defines youth as young people between the ages of 15 to 35. You may adapt this age range according to your national / regional context.

3.6 Is a new organization needed? What should the purpose of such an organization be? Who should be the members and leaders?

Purpose of needed (non-existing) organizations	Suggested Members	Suggested Leaders

Part 4. Change agents

As elaborated in the previous sections, it is essential to strengthen the institutional, legal, policy and incentive frameworks, as well as the organizations who provide services to small-scale producers and workers, (including women, youth and indigenous peoples), in order to enhance responsible agricultural investments.

In addition, specific key actors can play an important role to drive change towards responsible investments in agriculture and food systems. It is also important to identify these “change agents” and strengthen their individual capacities to help foster responsible investments in agriculture and food systems.

Objective: In this part you will discuss

- who are the critical “change agents” in the institutions and organizations identified above to improve responsible investments in agriculture and food systems in your country; and
- what skills, knowledge and other capacities do these change agents need to drive change towards responsible investment in agriculture and food systems in their relevant field of work.

4.1 In your opinion, which key actors can drive change towards responsible, inclusive, gender-equitable and youth-sensitive investment in agriculture and food systems, and can be considered as critical “change agents”?

Note: “Change agents” can include both state actors and non-state actors. Identify them by their role or position (rather than individual names), as for example senior policy maker, technical officer from Ministry of xxx, parliamentarians, leader of women or youth organizations etc.

Potential “Change agents”

4.2 What role could these “change agents” play in favour of an alignment of policies, strategies, laws and incentives with the CFS-RAI Principles and, in particular with CFS-RAI Principle 3 (Gender Equality and Women’s Empowerment), CFS-RAI Principle 4 (Engage and Empower Youth) and CFS-RAI Principle 7 (Respect cultural heritage and traditional knowledge, and support diversity and innovation)? What skills and knowledge do these “change agents” need to be successful?

Note: Many “change agents” can contribute to the application of the CFS-RAI Principles. For example, some civil society organizations may not be directly involved in drafting policies or laws but can play an important role in mobilising constituencies to advocate for changes in the policy, legal and regulatory framework among senior policy makers.

Change agent (indicate the change agents as identified in question 4.1)	Role of the change agent (e.g. advocate, communicate, provide technical advice, develop, amend and/or approve laws, incentives, regulations, administrative orders, etc.)	Skills and knowledge required to ensure alignment with CFS-RAI Principles

4.3 Who could provide training to the “change agents” identified in question 4.1 on responsible agricultural investment? What capacities do these potential trainers need to enable these change agents to support the application of the CFS-RAI, with particular emphasis on the application of CFS-RAI Principle 3 (Gender Equality and Women’s Empowerment), CFS-RAI Principle 4 (Engage and Empower Youth) and CFS-RAI Principle 7 (Respect cultural heritage and traditional knowledge, and support diversity and innovation)?

Change agents (indicate the change agents as identified in question 4.1)	Potential trainers for these change agents (e.g. universities, NGOs, private learning institutions etc.)	Skills and knowledge needed by the potential trainers

References

EU. 2003. Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises. (also available at <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32003H0361&from=EN>)

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FAO. 2013. FAO Strategy for Partnerships with the Private Sector. Rome, FAO. www.fao.org/3/a-i3444e.pdf

FAO. 2015. FAO Policy on Indigenous and Tribal Peoples, p4. Rome, FAO. 40pp. www.fao.org/3/I4476E/i4476e.pdf

OECD. 2005. OECD SME and Entrepreneurship Outlook: 2005, p17. OECD Paris (also available at www.oecd-ilibrary.org/industry-and-services/oecd-sme-and-entrepreneurship-outlook-2005-edition_9789264009257-en)

Useful links

FAO Capacity Development Portal: www.fao.org/capacity-development/en/

FAO Supporting Responsible Investments in Agriculture and Food Systems (RAI): www.fao.org/in-action/responsible-agricultural-investments

The CFS-RAI Principles: www.fao.org/cfs/home/activities/rai/en/

FAO e-learning courses on RAI:

- The Principles for Responsible Investment in Agriculture and Food Systems: <https://elearning.fao.org/course/view.php?id=380>.
- Creating an enabling environment for responsible investment in agriculture and food systems – Fundamentals: <https://elearning.fao.org/course/view.php?id=455>.
- Creating an enabling environment for responsible investment in agriculture and food systems – Analysis: <https://elearning.fao.org/course/view.php?id=573>.
- Responsible Investment in Agriculture and Food Systems - targeted to the private sector: <https://elearning.fao.org/course/view.php?id=626>.

UNSD Leave No One Behind: <https://unsdg.un.org/2030-agenda/universal-values/leave-no-one-behind>

