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para la
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Agricultura

JOINT MEETING

**Hundred and Twelfth Session of the Programme Committee and
Hundred and Forty-seventh Session of the Finance Committee**

Rome, 7 November 2012

**FAO STRATEGY FOR PARTNERSHIPS WITH THE PRIVATE
SECTOR**

Queries on the substantive content of this document may be addressed to:

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Executive Summary

1. The revised Strategy for partnerships with the private sector has been prepared in response to the comments of the Programme and Finance Committees¹, and is aligned with ongoing efforts for decentralization, the review of FAO's Strategic Framework and the Organization-wide Strategy on partnership within the context of the Director-General's overall vision for transformational change of the Organization.
2. The revised Strategy has been informed by an extensive internal consultation, including all Senior Management, as well as with representatives of multinational corporations (MNCs), private foundations and industry representative bodies.
3. FAO recognizes that the private sector is a key stakeholder in the fight against food insecurity, malnutrition, and rural poverty, and acknowledges the potential that better coordination and collaboration between public and private sector can offer in the delivery of the Organization's Strategic Objectives. The Organization, therefore, takes an open and pro-active approach to optimizing the benefits of closer collaboration. In this regard, FAO will consider the broad range of private sector entities from producer organisations, small and medium enterprises (SMEs), national companies to MNCs.
4. The Strategy identifies the following main areas of engagement with the private sector: policy dialogue; advocacy and communication; norms and standard setting; development and implementation of technical programmes; knowledge management and dissemination; and mobilization of resources.
5. Given the primacy of FAO's role in standard setting across a broad spectrum of responsibilities, the Organization follows a policy to ensure that views of private sector stakeholders are duly considered, and that the private sector is encouraged to engage in implementation of these standards, while ensuring adequate safeguards and guaranteeing full independence of decision-making.
6. The Strategy will be supplemented by a revised set of principles and guidelines for partnership with the private sector and an Implementation Plan, to be customized at decentralized level, setting out the practical steps to be taken in implementing this Strategy. The implementation plan will include the establishment of: clear guidance and procedures for the development of collaboration and partnerships; an appropriate risk management system with more agile procedures; new clear rules to provide observer status to private sector entities at formal meetings related to norms, standard setting and policy development; a central support unit and a network of focal points; and a comprehensive training programme for focal points and staff in general.

Guidance sought from the Joint Meeting

- The Joint Meeting is requested to review and endorse the Strategy for partnerships with the private sector as a fundamental element in FAO's overall strategy on the use of partnerships to achieve its Strategic Objectives.
- The Joint Meeting may wish to comment on the Strategy for partnerships with the private sector with a view to acknowledging the importance of engaging with a wide range of stakeholders in the private sector, to achieve the shared goal of ending poverty and hunger by:
 - endorsing the commitment within the Strategy to the pursuit of enhanced engagement with private sector entities and the creation of new and innovative forms of partnership; and
 - providing guidance on the implementation of the Strategy, especially with regard to the development and management of partnerships at decentralized level.

¹ CL 143/9 paras. 13-15 <http://www.fao.org/docrep/meeting/023/mc359e.pdf>

Table of Contents

Background	4
Introduction	5
I. Rationale, mutual benefits and objectives	5
A. Rationale.....	5
B. Mutual benefits of collaboration	6
C. Objectives.....	6
II. Definitions of the private sector and partnerships	6
III. Categories of private sector contributions	7
IV. Areas of engagement with private sector entities	7
V. Types of collaboration.....	8
VI. FAO Risk Management.....	9
VII. Implementing the Strategy	10
VIII. Monitoring and evaluation	10

Background

1. The FAO Strategy on Partnerships with the Private Sector (Draft)² was presented to the Joint Meeting of the 108th session of the Programme Committee and 140th session of the Finance Committee on 12 October 2011 in response to the Committees' earlier request³.
2. The Joint Meeting reported on the Draft to the 143rd session of the Council of November 2011, welcoming the Draft Strategy and underlining the importance of "meaningful consultation with the private sector prior to further consideration by Member States"⁴. The Joint Meeting also requested further elaboration on specific aspects of the Draft Strategy and its Implementation Plan, amongst others, notably decentralization, alignment with Strategic Objectives, and risk management.
3. The revision of the Draft Strategy has been informed by an extensive process of consultation with key staff at headquarters, regional and decentralized offices, as well as with representatives of multinational corporations, private foundations and industry representative bodies. Current practice within the United Nations system has also been taken into consideration, with special attention to the strategies and activities of the other UN Rome-based agencies.
4. The FAO Strategy for partnerships with the private sector further builds on the FAO Principles and Guidelines for Cooperation with the Private Sector adopted in 2000,⁵ the UN framework for enhanced collaboration with the private sector; the recommendations of the Independent External Evaluation (IEE);⁶ and the Immediate Plan of Action (IPA) for FAO Renewal adopted by the FAO Conference⁷.
5. This Strategy also takes into consideration FAO's broad and longstanding experience in working with the private sector, as reflected in the outcome of a thorough review of its private sector partnerships undertaken since 2010.
6. Collaboration with the private sector is a dynamic area that is rapidly developing. This Strategy therefore is to be considered as a living document that will be further refined along with FAO's experience in this area develops over time.

² JM 2011.2/5 <http://www.fao.org/docrep/meeting/024/mc010e.pdf>

³ CL 141/10 <http://www.fao.org/docrep/meeting/021/ma736e.pdf>

⁴ CL 143/9 <http://www.fao.org/docrep/meeting/023/mc359e.pdf>

⁵ <ftp://ftp.fao.org/docrep/fao/009/x2215e/x2215e00.pdf>

⁶ C 2007/7 A.1-Rev.1 <ftp://ftp.fao.org/docrep/fao/meeting/012/k0827e02.pdf>

⁷ C2008/REP <ftp://ftp.fao.org/docrep/fao/meeting/014/k3413e.pdf>

Introduction

7. In a world where millions of people are deprived of adequate food and over 900 million people still suffer from hunger each day, no single organization or sector can solve the problem of hunger on its own. FAO therefore places high importance on working together in partnerships⁸ with all relevant governmental, non-governmental and private sector stakeholders at local, national, regional, and international levels. By joining forces, FAO and its partners can more effectively contribute to eradicating chronic hunger and poverty and improving food access for the poor and vulnerable.

8. In recent decades, food and agriculture has been transformed by new technological, knowledge-based, financial and managerial resources and innovation. The private sector has been instrumental in driving these transformations. This puts the private sector in touch with virtually every dimension of FAO's mission at global, regional and country levels.

9. Agricultural development and production are core private enterprise activities. The private sector can thus potentially widely contribute to lifting large numbers of people in developing countries out of poverty and hunger through investment, innovation and enhanced efficiency. One of the roles of governments is to create enabling environments for the private sector to optimise their role in rural development. FAO is well positioned to facilitate dialogue and collaboration between public and private sector.

10. The Organization is responding to evolving needs and new international challenges and is strengthening its approach to enhancing the effectiveness of its engagement and partnerships with private sector entities and its role in international mechanisms, such as the UN Global Compact and the World Economic Forum.

11. The Director-General has launched a Strategic Thinking Process to review FAO's Strategic Framework and re-define FAO's priorities and methods of work, including to reassert the role of the private sector as a key ally in the fight against hunger.

12. For FAO to engage effectively with the private sector in the fight against food insecurity, much collaboration needs to start at the grassroots level in a bottom-up approach that builds on well-established local relationships. Regional and decentralized offices play a great role in building partnerships with the private sector. Particular emphasis will be given to the private sector compliance to the Voluntary Guidelines on the Responsible Governance of Tenure of the Land, Fisheries and Forests (VGLT).

13. This Strategy and the Principles and Guidelines for FAO cooperation with the private sector will provide practical guidance for staff to develop meaningful collaboration and partnerships with the private sector. A pro-active approach will be encouraged to seek partners who are best positioned to contribute to the fulfilment of FAO objectives.

I. Rationale, mutual benefits and objectives

A. Rationale

14. FAO recognizes the private sector as a key stakeholder in its fight against food insecurity, malnutrition and rural poverty. In particular, it recognizes the potential that better coordination and collaboration between public and private sector can offer in leveraging the delivery of FAO's Strategic Objectives. FAO therefore takes an open and pro-active approach to optimizing the benefits from closer collaboration, including dialogue, exchange of information and knowledge, funding initiatives and joint activities. Furthermore, such collaboration may include specific, time bound activities; vary in levels of formalization; and taken into account distinct geographical priorities. FAO will consider a

⁸ For the purposes of this document, the use of terms such as "partnership", which in the terminology used by FAO covers different types of agreements and collaborative relationships with other organizations, only aims to facilitate its use by its primary audience: FAO staff. Such terminology may be understood to include terms such as collaboration, agreement, alliance, engagement, *etc.*

broad range of private sector entities from producer organizations, small and medium enterprises (SMEs), national companies in member countries to multinational corporations (MNCs).

15. Through enhancing dialogue and consultation between governments and the private sector, the Organization aims to leverage development processes and enhance efficiency and inclusiveness in agriculture, fisheries, forestry, natural resource management, and the food value chain from farmer to consumer. Particular attention is paid to gender equality and women's role and empowerment in partnerships for food security and livelihood improvements.

16. Imbalances in the access to information and markets by different economic actors result in difficulties for the most vulnerable in capturing the benefits from private sector, markets and economic activities. This is intrinsically related to the access to opportunities and the respect of the entitlements of the poor. By partnering with the private sector, FAO seeks to make available for this segment of the population, part of these benefits in the form of services, goods and opportunities.

B. Mutual benefits of collaboration

17. Closer collaboration with the private sector is anticipated to result in: increased investment and innovation in agriculture; strengthened local agribusiness; enhanced efficiency in the supply chain; creation of decent rural employment; access to topical information, management and dissemination of knowledge, extension services (particularly technology transfer), data and scientific innovation and advances; increased entrepreneurship at country level resulting in job creation; implementation of sustainable business practices embodied in corporate social responsibility (CSR) programmes; and access to better stewardship of natural resources.

18. For private sector entities, the engagement with FAO can generate: enhanced dialogue with governments; an environment conducive to private sector investments; increased participation in policy development and standard setting processes for food and agriculture; access to FAO data and expertise; and fulfilment of CSR commitments by supporting FAO development programmes.

C. Objectives

19. The main objective of the Strategy is to enhance collaboration with the private sector, building on each other comparative advantages, and join forces in achieving FAO's mandate of eliminating food insecurity and reducing poverty through its Strategic Objectives, while safeguarding the Organization's neutrality.

20. More specifically, the Strategy aims at:

- a) assisting governments in enhancing coordination and collaboration with the private sector to enable the provision of services and goods in isolated and vulnerable areas where access to market is particularly difficult;
- b) enhancing the involvement and participation of the private sector in international fora related to FAO's mandate and encouraging the private sector to implement standards set by such fora;
- c) enhancing the participation of the private sector through financial and non-financial contributions in FAO's activities; and
- d) helping countries in achieving the five Strategic Objectives as 'development outcomes' in FAO's reviewed Strategic Framework. The Strategy supports in particular the delivery of outcomes addressing partnerships under Strategic Objective 3 (SO3) on reducing poverty and Strategic Objective 4 (SO4) on enabling more inclusive and efficient food and agricultural systems at local, national and international levels.

II. Definitions of the private sector and partnerships

21. The Organization-wide Strategy on Partnerships⁹ defines the term partnership as "cooperation and collaboration between FAO units and external parties in joint or coordinated action for a common

⁹ Organization-wide Strategy on Partnerships, Rome 2011, page 2

purpose. It involves a relationship where all parties make a contribution to the output and the achievement of the objectives rather than a solely financial relationship”.

22. The private sector includes enterprises or companies, regardless of size, ownership and structure. It covers all sectors of the food, agriculture, forestry and fisheries systems from production to consumption, including associated services -financing, investment, insurance, marketing and trade - and all sizes of enterprises from local to the international companies.

23. FAO considers the private sector as encompassing a broad range of entities that range from farmer organizations and SMEs in lower-income countries to the largest international corporations. For the purposes of this Strategy, that range also includes private financial institutions; industry and trade associations; private foundations; research and special purpose institutions; and consortia that represent private sector’s interests.

24. Any consortium, organization or foundation set up by private entities or organizations, therefore stemming from a profit-seeking perspective, as well as cooperatives, which generally have for-profit orientations, will be considered under the Strategy for partnerships with the private sector. In instances where the dividing lines are not clear, for example, cooperatives which are established by social movements, they will be reviewed on a case-by-case basis by the Office for Communication, Partnerships and Advocacy (OCP) to determine if they fall more appropriately under the domains of civil society or private sector.

III. Categories of private sector contributions

25. FAO recognizes two main categories of contributions from the private sector: financial and non-financial.

- a) **Financial contributions:** these imply that the private sector will contribute to the areas of engagement of FAO. Private sector contribution can be targeted towards specific projects and programmes, but FAO will encourage unearmarked or lightly earmarked contributions to support implementation of its Programme of Work. A Multi-donor trust fund will be set up to channel private sector contributions.
- b) **Non-financial contributions:** these involve the FAO recognition of the private sector skills and means, the know-how, and the managerial and scientific expertise as key to achieve its mission and mandate. It also involves alignment of activities in order to better contribute to FAO objectives.

IV. Areas of engagement with private sector entities

26. Specific areas of engagement with the private sector include:

27. **Policy dialogue:** private sector participation in policy dialogue on issues related to food and nutrition security at national and international level can add perspective and balance to the debate. It would ensure that their interests and technical expertise are taken into account and increase ownership and sustainability of policy adoption and implementation. FAO can play a role in encouraging and guiding such dialogue at the national level. Potential mechanisms are being identified to ensure enhanced private sector participation in relevant governance meetings and special programmes. Examples include, the Committee on World Food Security (CFS), the Voluntary Guidelines on the Responsible Governance of Tenure of the Land, Fisheries and Forests (VGLT) and the Alliance Against Hunger and Malnutrition (AAHM).

28. **Norms and standard setting:** FAO plays a key convening and facilitator role in the negotiation and implementation of international codes of conduct, safety and quality standards for food and other commodities, and other internationally-agreed normative frameworks. It already has a strong and long-standing relationship with the private sector in this area and intends to create a new clear mechanism for formal observer status for private sector entities, while safeguarding its

independence in decision taking. Examples include Codex Alimentarius, the Committees on Forestry (COFO), Fisheries (COFI) and Agriculture (COAG).

29. **Development and technical programmes:** the private sector can complement FAO's technical work at national and international level. Local private companies can complement governmental programmes, as well as programmes that FAO develops at local level, in order to boost local markets. International, large and medium-size companies can provide support to local SMEs, strengthening national capacity and economic growth, for example through providing fair distribution of goods and services, enabling access to agriculture insurances, providing credit and financing opportunities, agricultural inputs, and others. In such activities, FAO has a valuable role to play both as a source of specialised knowledge and as an independent organization that can act as a trusted intermediary between different elements of the private sector and between the private sector, national governments and civil society, as in the case for instance of the Save Food Initiative. Finally, FAO has also a comparative advantage, through its decentralized network, in ensuring that strategies for engagement with the private sector at different operational levels (local, regional, international) will interact and complement each other.

30. Cross-cutting areas:

31. **Advocacy and communication:** engaging the private sector in FAO's advocacy and communication activities will allow the Organization to reach a wider, strengthened scope and impact on broader sectors of the population. Several events sponsored by the private sector, mainly organized at country level involve provision of in-kind donations and services to improve the visibility and effectiveness of global and local public awareness initiatives through, amongst others, joint communication and social media outreach campaigns, patronage and co-sponsorship of events. Examples of FAO's engagement in advocacy and communication include the World Food Day and TeleFood.

32. **Knowledge management and dissemination:** a wide range of FAO's activities are aimed at providing the international community with impartial information and knowledge on food and agriculture. FAO's technical advice is often requested by international public and private organizations. The private sector contributes to FAO's knowledge and research capacity by providing data and information on market trends and emerging technologies. Private sector knowledge and technology can provide important contributions to public goods. FAO encourages and supports the sharing and dissemination of private sector information through global networks and along the value-chain. Examples include Access to Global Online Research in Agriculture (AGORA), Dimitra, FishInfo network (FIN) and the Gateway to Farm Animal Welfare.

33. **Mobilization of resources:** mobilization of human, financial and other resources is fundamental to the implementation of FAO's programme of work. Voluntary contributions have progressively come to cover approximately half of the overall total FAO budget. Private sector entities may provide human, logistics, managerial and financial resources to specific activities. Private foundations have emerged as increasingly important sources to support research and programme development and implementation. Both can contribute to global fund raising and sponsoring of activities at all levels, as well as improving effectiveness of national implementation of policies and programmes in line with FAO's Resource Mobilization and Management Strategy. FAO could pursue new venues for resource mobilization such as cause-related marketing and employee-giving system.

V. Types of collaboration

34. There are different models of collaboration that vary from dialogue, consultation and collaboration to comprehensive partnerships. Not all forms of collaboration require a formalised partnership and FAO recognizes the value of developing informal collaborations in the process of long-term trust-building. When collaboration becomes more structured, or involves funding, a formalised partnership arrangement would be required¹⁰.

¹⁰ Detailed guidance will be provided in the Principles and Guidelines document.

35. Partnerships with the private sector can be formalized through the existing legal arrangements used by FAO:

- a) **Memoranda of Understanding (MoU):** MoUs usually do not entail any financial commitment and establish a framework for collaborations.
- b) **Partnership Agreements:** partnership agreements are established to enable receipt of financial contributions from private sector entities.

36. OCP will promote unearmarked or lightly earmarked support from the private sector to FAO's Programme of Work and Budget through existing mechanisms already in place, such as the FAO Multipartner Programme Support Mechanism (FMM) or through new similar mechanisms that might be established over time, such as a private sector multidonor trust fund, for the Organization to gather contributions that can be translated into programmes and activities geared to improve food security in vulnerable areas. For larger contributions, separate trust funds may be set up if appropriate. The Organization will establish operational rules and procedures to facilitate working with private sector entities, while satisfying donor requirements for transparency and reporting.

37. A new formal mechanism will be developed to grant and define observer status to private sector entities in official meetings, fora and panels. This mechanism will pay special attention to norms/standard setting meetings and expert consultations. This mechanism will ensure that the private sector: (i) perspectives are heard and considered in such fora; (ii) representation is balanced and does not provide unfair advantage to a specific subgroup or region; and (iii) has a consultative role and is excluded from any decision-taking on policy development or standard setting that may affect FAO's neutrality.

38. FAO will continue to work closely with the other Rome-based agencies and the UN system to monitor best practice in the use of tools for collaboration, capacity development and communication. While acknowledging its unique characteristics, FAO will seek to achieve efficiencies of operation through drawing on the experience of other agencies, wherever appropriate.

VI. FAO Risk Management

39. Adopting an open approach to private sector partnerships requires adequate mechanisms to identify and manage potential risks that could affect FAO's reputation as an impartial forum and knowledge-based Organization. Such risks include: conflict of interest; undue influence on standard setting; unfair advantage to specific companies. Being proactive in the selection of partners will help reducing risks. This implies that FAO actively approaches potential private sector partners that are expected to make useful contributions to specific FAO's Strategic Objectives. The Principles and Guidelines document (reviewed Guidelines included as Annex 1) will provide detailed guidance on criteria for partners' selection and risk management.

40. Within the UN system, FAO is one of the organizations with a broad range of standard setting responsibilities. These include standards related to food safety, nutrition, food quality, prevention of animal and plant diseases, fisheries, forestry, biodiversity, trade and use of pesticides. These standards serve to protect the public interest and often have a bearing on operations of private sector businesses. FAO follows a policy to ensure that views of private sector stakeholders are heard and considered, and that the private sector is encouraged to implement these standards, but at the same time it also ensures that there are adequate safeguards against undue influence and that full independence of decision-making on such standards is guaranteed.

41. The current risk assessment process involves screening by OCP and the Partnership Committee¹¹ review. FAO aims at rationalising the partnership review and approval procedure, including a thorough risk assessment process which will be regularly updated and improved as the

¹¹ The Partnerships Committee is chaired by the Director-General and composed by senior management (cf. Director-General Bulletin 2010/22, under revision, in order to ensure avoiding bottlenecks for timely decisions and actions).

Organization's develops experience in this area. The screening is informed by the UN Human Business Principles, the risk factors as outlined in the 2000 Principles and Guidelines for FAO Cooperation with the Private Sector, and existing CSR standards.

VII. Implementing the Strategy

42. The action plan for implementation of the Strategy will include: the establishment of clear guidance and procedures for the development of collaboration and partnerships; establishment of an effective risk management system with improved procedures; new clear rules to provide observer status to private sector entities at formal meetings related to norms/standard setting and policy development; a central support unit and a network of focal points; and a comprehensive training programme for focal points and staff in general.

43. The FAO Office for Communication, Partnerships and Advocacy (OCP), through its Partnership and Advocacy Branch, is the responsible lead unit for this Strategy. OCP will provide support to staff in technical units and decentralized offices. The role of the Branch is to serve as catalyst and focal point in expanding the quality, number and impact of FAO's relationships with the private sector at global, regional and national levels. Furthermore, OCP will remain responsible for screening of proposed partnerships in a timely manner; maintaining a database of past and ongoing partnerships; developing and maintaining a network of Private Sector Focal Points throughout the Organization and enhancing exchange of information through this network; developing and implementing training of staff at headquarters and decentralized offices; and providing a help-desk function. OCP will also develop a stock-taking exercise to identify the existing collaborations in place in the different FAO Departments.

44. The Strategy for partnerships with the private sector will be complemented by an Implementation Plan for multifaceted engagement with the private sector that will be regularly updated. The Strategy implementation is conducted in close consultation and collaboration with relevant operational and technical units, notably the regional offices, the Technical Cooperation Department, the Legal Office and the Procurement Service.

45. The Implementation Plan will include training and capacity building for staff at headquarters and decentralized offices, and the establishment of a corporate database of knowledge and lessons learned and fundraising opportunities in support of FAO's mission and mandate in partnerships with the private sector. Capacity building will include training in specific skills, such as negotiation and mediation, for managing partnerships or support in the creation of standard documents such as template agreements for different types of partnership.

46. In many instances, collaboration will have to start at the grassroots level and inform upper instances of dialogue in a bottom-up approach that builds on well-established local relationships. Regional and decentralized offices play a great role in building partnerships with the private sector. FAO and private sector collaborations will emanate from constant dialogue. FAO encourages its entire staff to maintain open relationships and contacts with private sector stakeholders, while respecting the Principles and Guidelines for collaboration and partnerships with the private sector (reviewed Guidelines in Annex 1).

VIII. Monitoring and evaluation

47. OCP, together with key FAO units, will develop a monitoring system, designing progress indicators and determining means of verification. The monitoring system will be linked to FAO's corporate information and project management tools. Evaluation of the impact of partnerships between FAO and the private sector will be based upon the data provided by the monitoring system. The system will not imply complex ad hoc reporting from the technical units and field offices.

48. FAO recognizes that effective partnership with the private sector requires the creation of a high-quality database, clearly indicating the main contact for correspondence, of actual and potential private sector partners and an accessible repository of knowledge and expertise based on accumulated experience of working with the private sector. The monitoring and evaluation system will include a

focus on creating such resources which can be a source of organizational learning both for FAO and for its partner organizations.

ANNEX 1: Renewed Principles and Guidelines for FAO cooperation with the private sector (under review)

A. FAO Strategic Framework

1. The Strategic Framework 2010-2019 establishes the goals and strategic objectives for Members to achieve, through FAO, a world free from hunger and malnutrition. The Strategic Framework identified partnerships and alliances as one of the core functions in all domains of FAO's work. Organizational Result X-03 on partnerships and alliances provides the resources and sets the indicators and targets to ensure the integration of partnerships in the corporate planning of FAO, with monitoring and evaluation of the outcomes.

B. General Principles from the FAO Organization-wide Strategy on Partnerships

2. A partnership should lead to a clear and mutual added value in terms of results relevant to shared goals and objectives, weighted against costs and impediments. Therefore, costs versus benefits need to be carefully considered.

3. A partnership should serve as a means for greater effectiveness in supporting international governance of agriculture and agricultural development, including through results-based monitoring and incorporating lessons learned, in line with FAO's goals and strategic objectives.

4. Building on ongoing collaboration, new partnerships should be based on the comparative advantages of each partner.

5. The nature of the role of FAO in a partnership, which could be that of a leader, facilitator or participant, should be determined by the nature and relevance of inputs and services to be provided.

6. FAO must at all times preserve its neutral and impartial role in partnerships and act in a transparent manner while at the same time avoiding any conflict of interest.

7. The implementation of global partnerships should take into account conditions and requirements at regional and country levels.

C. Basic Principles for FAO Partnership with the Private Sector

8. FAO Principles and Guidelines for Cooperation with the Private Sector that were first issued in 2000. These Principles and Guidelines are aligned with the UN Business Guidelines and similar principles of other UN agencies and the World Bank. All FAO partnerships with the private sector are expected to adhere to these Principles.

- a) **Alignment with UN guidelines and international agreements**
Fundamental compliance and alignment with common UN guidelines is a prerequisite for a mutual beneficial partnership
- b) **Conformity with FAO's mission, mandate, objectives and work programme**
Partnership activities must be consistent with FAO's mandate and should enhance the effectiveness of its work programme. FAO does not enter into partnership with organizations or enterprises whose products, programmes or methods of operation are judged by the Organization to be unethical or otherwise antithetical to its mandate; or into partnerships that might in any way undermine the Organization's credibility with Member Governments as a steward of public trust and funds.
- c) **Endorsement and Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests**
Compliance with the provisions made in the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests is a pre-requisite to partnering with FAO.

- d) **Common objectives and mutual benefits**
A prerequisite of a partnership is alignment in mission and mandate, as well as long-term objectives with the potential partner.
- e) **Non-exclusivity with no preferential treatment, unfair advantage or endorsement**
No contribution may be construed as an FAO endorsement of any product or service, nor will FAO enter into any agreement that excludes the right to negotiate similar arrangements with other partners. Under no circumstances will a voluntary contribution from a private sector entity entitle that entity to special consideration in FAO recruitment, procurement or contracting procedure or give the appearance of any such favourable treatment.
- f) **Neutrality and integrity**
Partnerships must ensure that the neutrality of the Organization is maintained and the integrity, independence and reputation of FAO are not put at risk. In particular, declarations of interests are to be made explicit for policy, normative, knowledge production and dissemination work included in the partnership agreement.
- g) **Accountability of all parties with clear and agreed responsibilities**
Partnership activities will be designed and implemented in a manner that ensures clear and agreed responsibilities and accountability by all partners.
- h) **Transparency**
FAO/private sector initiatives will be fully transparent. Information on agreed activities will be publicly available and may be reported in documents to FAO's governing bodies. In partnership activities where business confidentiality is necessary or proprietary knowledge is a factor, exceptions to full transparency may be agreed on the basis of narrowly established criteria and explicit agreements.
- i) **Sustainability**
Partnership activities should be planned to promote economic, environmental and social sustainability and to make optimum use of a partner's resources. A mutually agreed process for the monitoring and evaluation of partnership projects should be built into the project design.
- j) **Respect for intellectual property in delivery of public goods**
There will be consultation and prior agreement between FAO and private sector partners regarding specific activities that could generate material subject to copyright, patent or other intellectual property jurisdiction.
- k) **Scientific credibility and innovation**
Partnership activities should be defensible in terms of objective scientific judgement. FAO will further develop this principle to ensure that scientific credibility is protected.